

12-2006

## December 2006

Inland Empire Business Journal

Follow this and additional works at: <http://scholarworks.lib.csusb.edu/iebusinessjournal>



Part of the [Business Commons](#)

---

### Recommended Citation

Inland Empire Business Journal, "December 2006" (2006). *Inland Empire Business Journal*. Paper 259.  
<http://scholarworks.lib.csusb.edu/iebusinessjournal/259>

This Article is brought to you for free and open access by the John M. Pfau Library at CSUSB ScholarWorks. It has been accepted for inclusion in Inland Empire Business Journal by an authorized administrator of CSUSB ScholarWorks. For more information, please contact [scholarworks@csusb.edu](mailto:scholarworks@csusb.edu).



## AT DEADLINE

### Panattoni Breaks Ground on a One Million- Square-Foot, Mixed-Use Urban Center

A fully integrated mixed-use urban center, Piemonte at The Ontario Center will include approximately 500,000 square feet of retail; approximately 268,000 square feet of Class A office space; a seven-story, 256-room full service hotel; approximately 800 luxury condominiums, some of which will be adjacent to and above specialty retail; and an 11,000-seat capacity sports and entertainment arena. When complete in 2009, the \$900 million development will be a vibrant Main Street-style, central hub serving the interests and needs of millions of residents, employees and visitors. First phase of development includes:

- 252,000-square-foot power retail component that will be anchored by national retailers Target and Best Buy. Completion is expected in fall 2007.
- Approximately 268,000 square feet of corporate office space in six buildings with one to five stories, ranging in size from 6,261 square feet to

*continued on page 21*

## HILTON - USO PARTNERSHIP



*The Ontario Hilton is offering food, rooms and has also donated new Hilton beds to the Ontario Airport U.S.O.*

Since before the United States entered World War II, the USO (United Service Organizations) has been the bridge between the American public and the U.S. military. In times of peace and war, the USO has consistently delivered its spe-

cial brand of comfort, morale and recreational services to the military. The USO, a congressionally chartered, private, nonprofit organization, relies on the generosity of individuals and corporations to support USO activities.

*continued on page 13*

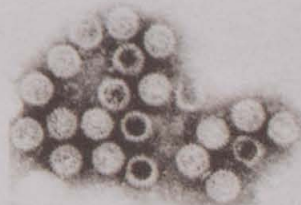
## UCR Receives Support for Water Testing Research

*UCR research to develop technology to rapidly detect disease-causing viruses in water supplies*

Scientists at the University of California, Riverside have received a \$600,000 grant from the U.S. Environmental Protection Agency to develop a fast and effective means of detecting disease-causing viruses in drinking water supplies.

The research project is titled Development of High Throughput

*continued on page 5*



**Rotavirus particles visualized by immune electron microscopy.**  
-Courtesy U.S. Centers for Disease Control

## Special Sections

Computers/Technology  
Technology and  
computer gift ideas for  
Christmas

Page 11

Computers/Technology  
Technology and  
computer gift ideas for  
Christmas

Page 11



**Mike & Marian Illitch**

CLOSE-UP

## K. Hovnanian Homes Honored

The first annual Awards Issue of *50+ Builder Magazine* has announced that K. Hovnanian Homes was recently selected as their 'Builder of the Year,' a tremendous accomplishment that reaffirms this nationwide homebuilder's commitment to the active adult housing industry.

This significant honor by an influential publication reflects the dominance of K. Hovnanian's Four Seasons communities throughout Southern California and their tremendous popularity among homebuyers 55 and better. "The active adult population is growing, creating demand for quality master-planned environ-

*continued on page 19*

# SURE-HIRE SOLUTIONS AT YOUR FINGERTIPS

(800) 564-5644 • www.appleone.com

• Temporary Staffing • Full-Time Placement • Temporary-To-Hire

**appleone**



# Seasons Greetings

WISHING YOU EVERY HAPPINESS

THIS HOLIDAY SEASON

AND THROUGHOUT THE COMING YEAR.

from the staff of the  
INLAND EMPIRE BUSINESS JOURNAL

## NATIONAL SCIENCE FOUNDATION AWARDS \$500,000 GRANT TO CSUSB

From ice core drillings in Antarctica to the College of Natural Sciences at Cal State San Bernardino, the National Science Foundation funds research and education projects that, according to its Web site, "have been judged the most promising by a rigorous and objective merit-review system."

The NSF has awarded a \$500,000 grant to CSUSB's College of Natural Sciences to help fund its Mathematics and Science Scholars (MASS) program for the next four years.

The MASS program is designed to serve students from diverse backgrounds with financial need who will study in the science, technology, engineering and mathematics (STEM) disciplines. At Cal State San Bernardino, the federal funding will focus on the fields of biology, chemistry and biochemistry, computer sciences, geological sciences, mathematics and physics.

Program candidates are currently being recruited from the top 2 percent of high school graduates throughout San Bernardino and Riverside counties. This program is not to overlap with the Presidential Academic Excellence Scholarship program which recruits from the top 1 percent of graduates from high schools in San Bernardino County.

Beginning in fall 2007, MASS scholarships will be awarded to at least 14 incoming freshmen. The program will also award scholarships to eight current CSUSB juniors and eight seniors, who will serve as role models for the freshmen. Scholarship recipients must attend full-time and maintain a minimum 3.3 grade point average to receive the \$3,500 a year. The scholarship is for a maximum of four years.

Overall, the MASS program will award more than 120 annual scholarships.

In addition, MASS students will be mentored by the professor in their corresponding discipline. They will also enjoy numerous privileges such as priority registration, workshops and seminars to prepare them for graduate study, and summer internship programs.

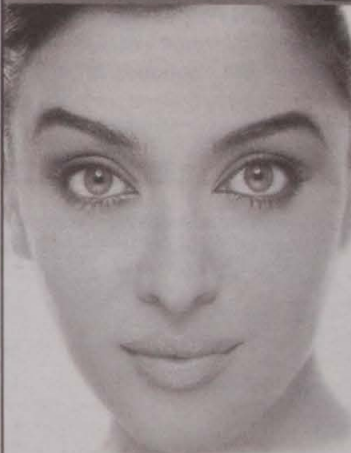
To extend the MASS program beyond the four years, the university's College of Natural Sciences is actively seeking funding from both public and private sources. Several local companies and agencies have already pledged their support for the MASS program, including QMotions, Associated Engineers Inc., Mojave Desert Air Quality District, Kelly Space and Technology Inc. and Optivus.

The MASS program is led by George Georgiou, chair of the Cal State San Bernardino computer science department.

There is no time more fitting  
to say Thank You and to  
wish you a Happy Holiday Season  
and a New Year of good health,  
happiness and prosperity.

INLAND EMPIRE  
business journal

## LASIK EMPIRE



- PROFESSIONAL
- QUALITY
- RESULTS
- AFFORDABLE

\$395<sup>per eye</sup>

\*Prices valid for candidates with -1.00 to -1.50 myopia. No astigmatism. CK & CustomVue extra. Nidek Only. Must present ad at booking surgery.

- 2 Lasers on Site
- State Of The Art Equipment
- CK & Traditional LASIK
- Pre & Post Op. Care

FREE CONSULTATION

• Ask About CustomVue™ LASIK

### LASER COSMETIC SURGERY

Face Lift - Facial Rejuvenation - Botox & Collagen  
Nose Sculpting - Chemical Peel - Acne Rosacea - Eye Lids & More  
Ask for Rosy or Sabina

Hurry while offer lasts! Se Habla Español. \$0 Down OAC. Regular \$495 per eye

1-800-585-4393

9496 Magnolia Ave. #102A Riverside, CA 92503

www.lasikempire.com







CORPORATE PROFILE

COMMENTARY

# DETROIT'S PIZZA MOGUL LOOKS TOWARD BARSTOW

*This is the story of a man who, in his hometown of Detroit, must look like a combination of Ray Croc and Ted Turner. The man is Mike Ilitch. Yes, his last name is spelled exactly like the middle name of the Russian composer Peter Ilitch Tchaikovsky.*

Mike and Marian Ilitch founded Little Caesars Pizza in 1959. Mike was born July 20, 1929, in Detroit, Michigan. He is an American entrepreneur and owner of the Detroit Red Wings and the Detroit Tigers. In addition to his sports ownerships, Ilitch is the founder and owner of Little Caesars Pizza since 1959, which has become an international fast-food franchise. He has been at the center of Detroit's downtown redevelopment efforts when he purchased and renovated the Fox Theatre, and relocated his headquarters into its offices. Several vacant buildings under his ownership, such as the Madison-Lenox Hotel, have been demolished for 'new development'; the site of the historic Madison-Lenox for example, now serving the city of Detroit as a parking lot. Mike Ilitch is a first-generation American of Macedonian decent and is married to Marian Bayoff Ilitch.

A graduate of Cooley High School, Mike Ilitch entered the U.S. Marine Corps for four years. After his return home to Detroit, the Detroit Tigers offered him a \$5,000 bonus if he would sign to play baseball, but Ilitch turned down the offer. Instead, he went into the pizza business. With the help of his wife, Marian, the Ilitches opened Little Caesars Pizza Treat in Garden City, Michigan, the first of what would become many thousands of restaurants through franchising.

Today, the family's entities remain privately held. In 1999, the Ilitches established Ilitch Holdings, Inc. to provide their various enterprises with professional and technical services. They hold the titles of chairman and vice chairwoman, respectively. The combined total revenues for these enterprises in 2004 reportedly exceeded \$1 billion. Mike Ilitch has routinely shown up on *Forbes Magazine's* annual list of the 400

Richest People in America, but in 2005 he slipped off the list.

Marian Ilitch reportedly divested herself of any personal interest in the Detroit Tigers' organization in 1998 to pursue interests in Detroit's emerging casino gambling industry. (An MLB rule forbids joint ownership of a baseball team and gambling facilities.) She acquired a significant interest in the Motor City Casino and, in 2005, purchased sole controlling interest. According to *Forbes Magazine*, "Michiganders who once flocked to nearby Canadian slots are now... staying home."

She independently pursues other gambling interests doing business as Gateway Casino Resorts, LLC and Barwest, LLC among others names. The Barwest Company is the reason that we are featuring them here in the *Business Journal*. Marian is planning to open two Indian casinos, one on New York's Long Island and the other just up the 15 Freeway in Barstow. She has already invested some \$10 million to acquire land and research contracts for these projects and yet she calls them "iffy" and sees them as not happening for some years. Still, when it happens, remember that you read it here first.

Mike and Marian have seven children. They appointed two of their children co-presidents of Ilitch Holdings, Inc. in 2000: son, Christopher Ilitch, and daughter, Denise Ilitch, an attorney. After a well-chronicled four-year struggle for control between the pair of siblings, in July 2004, Christopher Ilitch was named to the new post of CEO and president. Denise Ilitch, left the privately-held company "to pursue other opportunities."

Little Caesars, despite its unique marketing and advertising success, has shrunk by more than 2,000 stores since the early 1990s and slipped from being number three in the pizza industry to number four, behind Pizza Hut, Domino's and Papa John's.

"We did 36 consecutive years of increases in volume and earnings, and then things fell off," says Ilitch. Mrs. Ilitch takes a more focused view. Recognizing that her husband is more of a financial genius and less of a marketer she observed that, "If we ever went public, I would have to fire him."

In his hometown of Detroit, Mike Ilitch and his family are one of downtown Detroit's largest abandoned property owners. Their portfolio of abandoned properties include the Adams Theater, Fine Arts Building, United Artist, Detroit Life Building, and Blenheim Building. While other building owners have successfully renovated a number of buildings surrounding their properties, Ilitch Holdings has been behind the curveball

when it comes to developing their own properties in Detroit. Despite placing development signs on most of the Ilitch-owned buildings in Detroit for the 2006 Super Bowl, he is pushing to demolish most of the structures he owns, and successfully, though controversially, gained the demolition of the Madison-Lenox Hotel in May 2005.

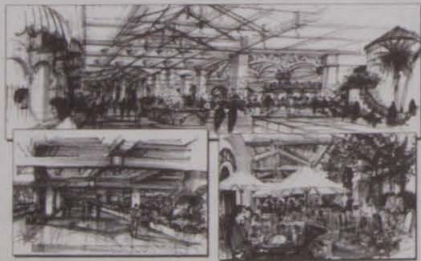
In 1982, Mike Ilitch bought the Red Wings from Bruce Norris for \$8 million, and eventually turned the team into a contender for the Stanley Cup. After building the team with the help of Jim Devellano, the Red Wings won back-to-back championships in 15 years since his purchase. The Detroit Red Wings' success would include another championship in 2002. Prior to the 2004-05 NHL lockout, *Forbes Magazine* ranked the Red Wings as the fifth most valuable franchise in the NHL despite a \$16 million operating loss.

Ilitch purchased the Detroit Tigers in 1992 (ironically from fellow pizza magnate Tom Monaghan

*continued on page 26*



Mike & Marian Ilitch



# Political Dust Settles Again

by Joe Lyons

And so the people have spoken.

Now we are being bombarded with commentary about just what it was we said. (This is for all of us who don't know why we voted the way we did.)

Was a vote for your favorite congressperson really a vote against Bush? Was it a vote against the war? Was it a comment on illegal immigration? People on TV and in the papers would have us believe that it was at least one of these.

One thing is for sure, unless we want Hillary Clinton to make history as the first female president, and the first first lady to come back as commander in chief, the Republican Party had better come up with a strong candidate with a strong policy on everything from Iraq to Social Security. After all, America has always equated its wars with the standing president. There are still people in the South who refer to Mr. Lincoln's War of Northern Aggression.

For all that is being said about the Democratic victory in the House and Senate, California kept its Republican governor. This leads to a big question. Was California's vote a vote of support for Arnold or a statement about how weak his opposition was? If that were a fair question, would it not also be fair to ask the same question about those national votes?

Do you even know who ran against Senator Clinton in New York? Probably not.

After the November elections, the Rancho Cucamonga and Montclair Chambers of Commerce held the regular monthly meetings. Speakers at both meetings commented that California had voted positively for the infrastructure initiatives, 1A through 1E. At the same time we voted down such anti-business propositions as the cigarette and gas taxes and "out of state" initiatives.

Pat yourself on the head.

Monday morning quarterbacking will continue. The campaign signs by the side of the road will fade and deteriorate and eventually blow away. Candidates who have been voted out are probably planning their early retirement, and new people will be replacing them come January. Two years from now we can look back and decide how these results have worked.

Please remember what I have said here before. I truly believe that the real issues are local issues. The streetlights, the potholes and the utility tax impacts more of us in our daily lives than any war on the other side of the world.

You may not be happy with the results of this year's elections, but our republic allows for mistakes. In 2008 we, the people, in order to establish a more perfect union, get to run the whole system again in the hope of getting it right.

Is this a great country or what?

# Workers' Compensation Going Forward

Commentary by Senator Chuck Poochigian

*As the Legislature continues to grapple with the policy and political issues surrounding workers' compensation, as the author of Senate Bill 899, I wanted to offer some thoughts.*

## Remember Why Reform Was Needed

When analyzing proposals in the Legislature to rollback or alter workers' compensation reform effort, it is important to remember why reform was overwhelming supported by members of both parties. In 2003, California had the highest workers' compensation costs in the nation, at \$6.46 per \$100 of payroll. Some industries, such as the construction industry, saw premiums that reached \$110 per \$100 of payroll. Many businesses reported triple-digit premium increases as a reason for fleeing the state. More than 20 private insurers filed for bankruptcy while the "insurer of last resort," the State Compensation Insurance Fund (SCIF), saw its market share balloon to 53 percent. California's broken workers' compensation system had chilled the state's business climate.

## California's Workers' Compensation System Today Is Still Costly

Insurers are reporting that costs have fallen to \$4.42 per \$100 of payroll, and "pure premium rates" are down to pre-1996 levels, with a cumulative 55 percent rate reduction reflected in policies renewing this July. In January, rates are expected to drop another 6.3% to 9.5% percent for policies renewing after January. These savings have been a welcome relief in light of skyrocketing premium increases.

And while California no longer has the highest workers' compensation rates in the country --- as of Jan. 1, four states had overtaken us, 45 other states still have lower costs and a more competitive business climate. California is ranked 49 out of 50 for small business friendliness in the recently published Small Business Survival Index.

*continued on page 14*

# Search for Commercial Space for Lease/Sublease

For office, retail, industrial and executive suites

subLease.com™

310/414-0404

13101 Washington Blvd, #219 Los Angeles, CA 90066

www.sublease.com



# Illegal Immigration and Crime

*By James R. Edwards, Jr.*

Immigrant criminality represents perhaps the worst abuse of the liberty aliens enjoy in the United States. Increasingly, the government closest to the people either finds its hands tied or cravenly abrogates its responsibility to fellow Americans within its jurisdiction. Moreover, the illegal element exacerbates the economic and other burdens caused by legal immigration.

The current high rate of sustained, mass immigration—more than one million legal immigrants plus half a million illegal aliens every year—forces many states and localities into turmoil. The illegals certainly live outside the obligations that those who live under the “consent of the governed” owe to each other: While the principles of the Declaration of Independence guarantee all human beings certain natural and unalienable rights, only parties who have consented to our government deserve the full rights of citizenship. Illegal immigrants are not part of the social contract giving legitimacy to this government. American citizens have not given their consent to higher taxes, crowded schools, jammed emergency rooms, clogged roads, unlawful turning of single-family homes into hotels or apartments into tenements, forced multicultural amenities such as bilingual education and multilingual ballots, or welfare and other services subsidizing poverty-prone immigrants. Above all, they never consented to higher crime rates.

While anyone who decries illegal immigration is required to distinguish it from legal immigration, the effects of legal immigration should first be noted. Robert Samuelson recently wrote in his Washington Post-column that "Hispanics account for most of the increase in poverty" since 1990. "Compared with 1990,

there were actually 700,000 fewer non-Hispanic whites in poverty last year . . . . Meanwhile, the number of poor Hispanics is up by 3 million since 1990. The health insurance story is similar. Last year 13 million Hispanics lacked insurance. They're 60 percent of the rise since 1990." And of course a growing proportion of the Hispanic population is immigrants poorer than their predecessors. Samuelson remarks that the black poverty rate in this period has actually dropped, from 32 to 24 percent.

To add to Samuelson's observations, consider the reports from the Center for Immigration Studies by its Steven Camarota and Harvard's George Borjas detailing the negative economic impact of recent immigrants on native-born wages and employment. Illegal immigrants impose an even greater burden, because they pay few taxes and they drain public services such as health care, education, and other benefits of the welfare state. While many federal programs deny assistance to illegals, many state and local programs and privileges are open to them. The National Academy of Sciences found in a 1997 landmark study that immigrant-headed house-

holds in 1994-1995 placed a net annual fiscal burden on California native-born residents of \$1,178 per native household. That is, each American family in California subsidized that state's immigrant population by nearly \$1,200 a year.

The NAS report also said fiscal impacts tend to benefit the federal government and drain state and local government resources. "Much like anyone else in the population, immigrants use services that are costly to provide, or that others can use less freely—so-called congestion costs. Examples include services from roads, sewers, police and fire departments, libraries, airports, and foreign embassies." Therefore, having a much larger immigrant population (29 percent of the U.S. foreign-born, a fourth of the state's population) bloats California's budget significantly.

The national government has exclusive power over immigration, and it has mandated certain public benefits for immigrants, legal or illegal, such as public education (see the 1982 Supreme Court case, *Plyler v. Doe*). States and localities then bear the costs and consequences of all immigration. And they respond differently, with differing conse-

quences for their people.

The Florida legislature rejected a bill issuing driver's licenses to illegal aliens. Kansas state legislators voted to give illegal aliens instate college tuition. Alabama and Florida state police work closely with federal immigration enforcers. New York, Los Angeles, and Chicago have "sanctuary" policies that keep city employees, even police, from asking about immigration status. An Idaho county commissioner billed Mexico for the \$2 million illegal aliens owe for county services.

The impact is seen particularly in crime: Record-high auto thefts in Arizona, drug trafficking in Salt Lake City, human smuggling rings in Los Angeles, D.C. sniper Lee Malvo, money laundering, prostitution, gang murders, and even slavery. Immigration authorities estimate that 84,000 state inmates are aliens, though state and local figures on foreign-born prisoners are hard to come by. At least three quarters of these immigrant state inmates are in Arizona, California, Florida, Illinois, New Jersey, New York, and Texas—the top immigrant destinations.

Police officers at the local or state level are the law enforcement  
*continued on page 26*

**Mitchell Reed Sussman**  
Real Estate Attorney / Broker

*Specializing in Real Estate  
Litigation and Foreclosure*

30 years experience  
*Free Initial Consultation*

**800.233.8521**



## INVESTMENTS & FINANCE

## DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

## THE GAINERS

Top five, by percentage

<u>Company</u>	<u>Current</u> <u>Close</u>	<u>Beg. of</u> <u>Month</u>	<u>Point</u> <u>Change</u>	<u>% Change</u>
Hot Topic Inc.	13.01	10.11	2.90	28.7%
Channell Commercial Corp.	2.98	2.75	0.23	8.5%
Fleetwood Enterprises Inc.	7.61	7.14	0.47	6.6%
PFF Bancorp Inc.	33.00	31.01	1.99	6.4%
CVB Financial Corp.	15.28	14.53	0.75	5.2%

## THE LOSERS

Top five, by percentage

<u>Company</u>	<u>Current</u> <u>Close</u>	<u>Beg. of</u> <u>Month</u>	<u>Point</u> <u>Change</u>	<u>% Change</u>
Hansen Natural Corp.	27.78	31.75	-3.97	-12.5%
American States Water Co.	38.37	42.00	-3.63	-8.6%
Watson Pharmaceuticals Inc.	24.99	26.91	-1.92	-7.1%
Keystone Automotive Ind. Inc	37.44	38.46	-1.02	-2.7%
Modtech Holdings Inc.	5.00	5.09	-0.09	-1.8%

	Ticker	11/21/06 Close Price	10/31/2006 Open	% Chg. Price	52 Week High	52 Week Low Ratio	Current P/E	Exchange
American States Water Co	AWR	38.37	42.00	-8.6	43.79	29.96	28.9	NYSE
Channell Commercial Corp (L)	CHNL	2.98	2.75	8.5	5.39	2.38	NM	AMEX
CVB Financial Corp (L)	CVBF	15.28	14.53	5.2	17.30	14.06	15.8	AMEX
Fleetwood Enterprises Inc	FLE	7.61	7.14	6.6	12.60	6.33	17.2	NYSE
Hansen Natural Corp.	HANS	27.78	31.75	-12.5	52.72	17.78	31.4	AMEX
HOT Topic Inc	HOTT	13.01	10.11	28.7	16.30	9.43	36.1	AMEX
Keystone Automotive Ind. Inc	KEYS	37.44	38.46	-2.7	46.92	27.61	25.3	AMEX
Modtech Holdings Inc	MODT	5.00	5.09	-1.8	10.95	4.33	NM	AMEX
National RV Holdings Inc	NVH	3.11	3.10	0.3	7.05	2.94	NM	AMEX
Pacific Premier Bancorp Inc	PPBI	11.96	12.15	- 1.6	12.75	10.75	13.4	AMEX
PFF Bancorp Inc	PFB	33.00	31.01	6.4	39.49	30.00	14.7	NYSE
Provident Financial Hldg	PROV	30.15	30.27	-0.4	33.15	25.40	13.0	AMEX
Watson Pharmaceuticals Inc	WPI	24.99	26.91	-7.1	35.27	21.35	22.1	NYSE

Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM- Not Meaningful

## Duff & Phelps, LLC

One of the nation's leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 284-8008.

### Five Most Active Stocks


Stock	Month Volume
Hansen Natural Corp.	85,292,741
Hot Topic Inc.	24,281,199
Watson Pharmaceuticals Inc	15,851,700
Fleetwood Enterprises Inc	8,795,400
CVB Financial Corp	1,881,165
D&P/IEBJ Total Volume Month	143,589,453

**Monthly Summary**  
**11/21/06**

Advances	6
Declines	7
Unchanged	0
New Highs	0
New Lows	2

**MANNERINO**  
LAW OFFICES

---



---

*"Laws were made to be broken"*  
Christopher North, May, 1830

---

*"Had laws not been, we never had been blam 'd; for  
not to know we sinn 'd is innocence"*  
Sir William Davenant  
1606-1668

---

9333 BASELINE ROAD, SUITE 110 RANCHO CUCAMONGA CA 91730  
(909) 980-1100 • FAX (909) 941-8610



# IEHP Chief Appointed to Olmstead Committee

As part of an advisory committee to the governor, IEHP's chief marketing officer joins advocates for people with disabilities in developing strategies to improve the state's long-term care system.

Kim Belshe, secretary of California's Health and Human Services Agency, recently appointed Carl Maier to the state's Olmstead Advisory Committee. Maier serves as chief marketing officer for IEHP---the Inland Empire Health Plan. He oversees member services, direct marketing management, sales management, advertising, public relations, market research, and community events.

IEHP prides itself on more than a decade of linking people with disabilities to quality health care and wellness options---not just treatment. More than 12,000 of IEHP's 300,000 members are seniors or have disabilities.

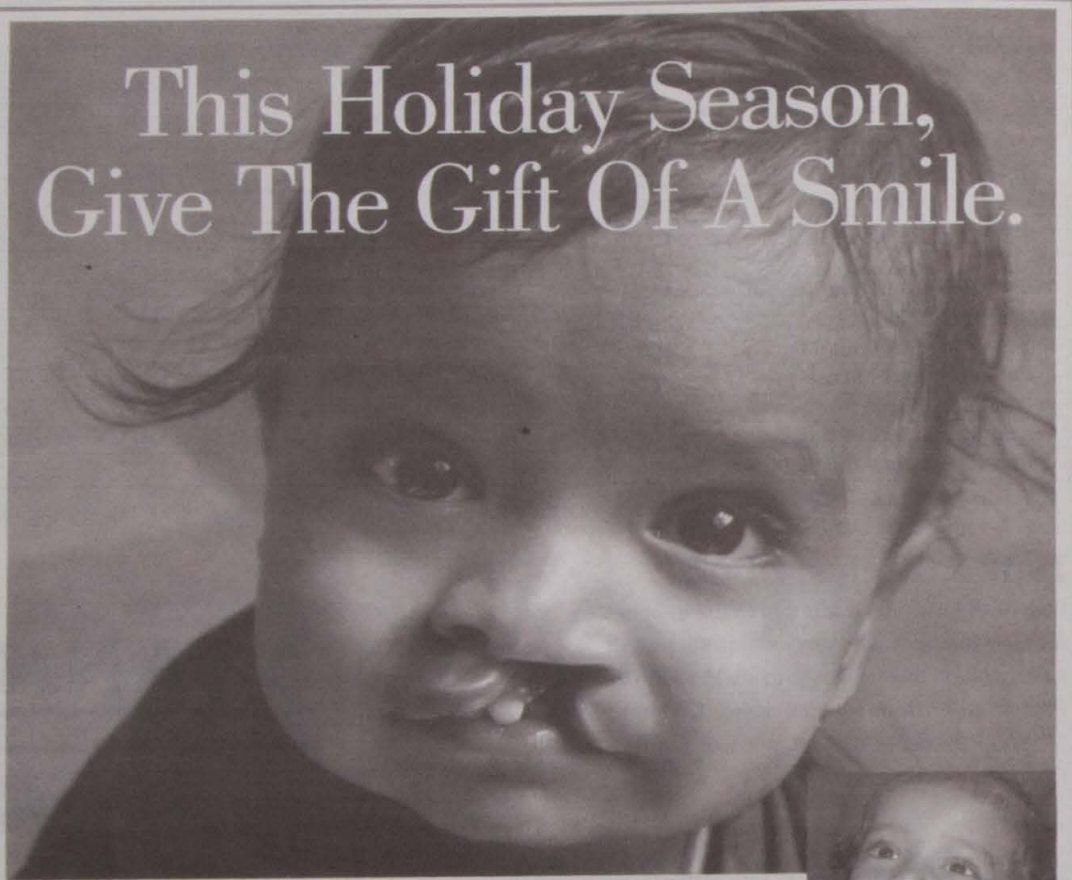
"As a member of the Olmstead Advisory Committee, I get to work with advocates for people with disabilities from across the state," Maier notes. "I am excited about the opportunity for enhanced dialog and working together to increase options for people with disabilities that ensure health, wellness, and independence."

The Olmstead Advisory Committee focuses on improving the state's long-term care system and creating opportunities to support individuals with disabilities in the community. Members serve on a volunteer basis and represent consumers, family members, providers, and advocates.

The Olmstead Advisory Committee represents California's effort to implement a 1999 U.S. Supreme Court decision, which upheld a core principal of the Americans with Disabilities Act (ADA). In *Olmstead v. L.C.*, the Court ruled that unjustified, institutional isolation of people with disabilities violates the ADA.

Confirming the ADA's integration mandate---i.e., people should live in the least restrictive setting possible, the decision challenged federal, state, and local governments to develop cost-effective, community-based services to prevent institutionalization of people with disabilities.

"As a leader in accessible health care, IEHP is excited about the opportunity to offer our expertise to the Olmstead Advisory Committee and to learn from the other members," notes IEHP CEO Richard Bruno. "We want to make sure we're doing all we can to help our members maintain their independence and achieve the best quality of life possible."



Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malnutrition, shame and isolation.

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing free cleft surgery which takes as little as 45 minutes and costs as little as \$250. It gives desperate children not just a new smile---but a new life.

100% of your donation goes toward programs — 0% goes toward overhead.

**YES, I want to give a child a second chance at life.**

☐ \$250 Provides cleft surgery for one child. ☐ \$ 50 Provides medications for one surgery.  
☐ \$125 Covers half the cost of one surgery. ☐ \$\_\_\_\_ We'll gratefully accept any amount.

Name \_\_\_\_\_ Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone \_\_\_\_\_ eMail \_\_\_\_\_  
Charge my gift to my credit card: ☐ Visa ☐ MasterCard ☐ AMEX ☐ Discover  
Account No. \_\_\_\_\_ Exp. Date \_\_\_\_\_  
Signature \_\_\_\_\_

Send this coupon with your donation to:  
**The Smile Train**  
P.O. Box 1979  
Rancho Cucamonga, CA, 91729-1979

\*All nonprogram expenses, such as overhead and fund-raising, are paid for with start-up grants from our founding supporters. The Smile Train is a 501 (c)(3) nonprofit recognized by the IRS, and all donations to The Smile Train are tax-deductible in accordance with IRS regulations. © 2005 The Smile Train.

**Make check out to "The Smile Train."**

**TheSmileTrain**  
Changing The World One Smile At A Time.  
1-877-KID-SMILE  
www.smiletrain.org

# All I Want for Christmas

By J. Allen Leinberger

My wife calls them toys.

They are the third party devices that we all like to add to our computers in order to make them do new and exciting things. In this age of computer music, movie and TV downloads, many toys are designed to enhance our entertainment pleasure.

Some of the items that have not passed across my desk, but have been showing up in catalogs and magazines, include devices to play iPod music and videos on your desk.

Your MP3 music device can be converted into a boom box or a musical alarm clock. Such systems, along with carrying cases, headphones and earplugs, have practically become an entire subcategory. A company called iLuv (they all start with a small "i" these days, except for some, like zCover) makes Bluetooth Hi-Fi audio system and alarm for your player and includes Bluetooth wireless headphones.

Your player can also become a very tiny TV with a big bad speaker system. Recently the Business Journal reported on a unit made by the Inland Empire's Cal Spas, which was built for the backyard and included a waterfall, a light show and a flat screen TV running off of a video iPod. At the flick of a switch, the screen rises up out of the top of the unit like Ursula Andres rising out of the surf in "Dr. No."

Wow.

ViewSonic makes an adapter that plays your video iPod on a 22" screen. Many other companies, like DLO and Griffin, have adapter kits that allow you to hook up to your existing set.

Apple has a device coming out next year that will work off of your computer's iTunes library, sending the show to your TV. Right now they are calling it iTV, but that name will change before

it hits the market.

Many companies that we have reported on in these pages before, like Dr. Bott and XtremeMac, make a lot of wraps, carriers and protective covers for your music device, many with belt clips or arm bands. Others add gimmicks, such as iFrogz custom color and artwork and icon skin or iSkin's compact holder. The iFrogz people have also told me they have a new way of taking your photos and turning them into wheel art to go on their iPod's control wheels. Now your wife can stick her finger in your eye.

One company called Scosche featured a backpack at Ontario's recent Podcast Expo. It can play your iPod out of amplified built-in speakers. It runs on 6 AA batteries. The company is in Oxnard, but you can find them at

www.scosche.com. Dr. Bott features a canvas brief case satchel from Musak that will play your MP3 device as you walk through the parking lot.

For some time now I have sung the praises of the Podfreq by Sonnet, an Orange County company. It allowed me to play my iPod from my FM radio in my car. Now I have a different device from Kensington called the Digital FM Transmitter/Auto Charger. It looks like a big plug for my cigarette lighter. It has a small window with a digital read-out and three buttons, which allows me to preset three empty FM frequencies to, for iPod playback. While the FCC requires any of these devices to not interfere with licensed broadcast channels and let the broadcasters signal come in, this new device still has a bigger, better sound. It is actual-

ly clearer. The base sounds are sharper. The overall sound is fuller. Even the stereo separation is better defined. I get a little buzz from the car's engine sometimes, but it's nothing to worry about.

There are, in fact, an amazing number of items to use in connection with your iPod, or computer, Mac or Windows. According to the Apple Web site, there are "more than 3,000 accessories made specifically for iPod that range from fashionable cases to speaker systems." Meanwhile, Microsoft has released their own music player, Zune, designed to compete with the iPod.

Zune has a bigger screen than the video iPod, and it will let you beam music to other Zune users like info from a Palm Pilot, but it is not compatible with Macs. Microsoft also has a new operating system called Vista, coming out in January. Apple is expected to release OSX 10.5, named Leopard, in the spring.

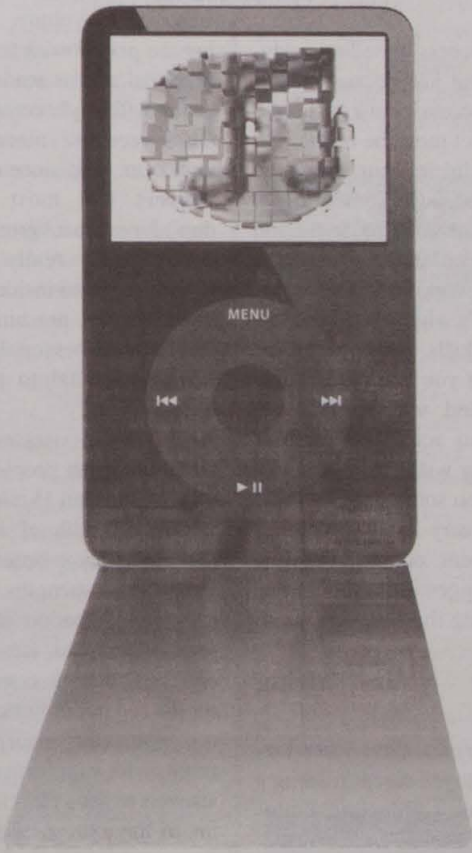
You can visit the local computer stores or shop online. Most of the companies I have mentioned have Web sites. Simply Google the name and you should find them.

My personal recommendation, and it's not too late, is to check one of two online/catalog companies. They are MacMall and PCMall. They offer new "toys" almost as soon as they are available, and often you get better prices and/or additional goodies, such as a free printer or a RAM upgrade with their purchase.

Happy shopping.

Oh, and one last thing. Least you want to tell everyone that I didn't give you anything for Christmas, here's a bit of free advise from Mac Addict Magazine:

"There's all kinds of Wi-Fi access available in most office-park parking lots."





## Business Brokerage Firms Serving the I.E.

Listed Alphabetically

Company Name Address City, State, Zip	\$ Sales Volume: Fiscal Year 2002-05 Fiscal Year 2003-06	# Offices I.E. # Offices Total	# Agents I.E. Year Founded	Specialties	Headquarters	Top Local Executive Title Phone/Fax E-Mail Address
<b>Century 21 Bright Horizons</b> 2612 E. Garvey Ave. West Covina, CA 91791	24,000,000 215,000,000	1 2	20 1997	Motels, Gas Stations, Car Washes, Preschools, Residential	West Covina	<b>T. Bashara</b> President (800) 421-2154/626-331-7556
<b>Century 21 Wright</b> 27525 Jefferson Ave. Temecula, CA 92590	200,000 230,000	1 1	75 1990	Residential Real Estate, Commercial Lease, Small Business Sales/Property	Temecula	<b>Earl Bonawitz</b> Bus. Opportunity Specialist (800) 899-7447/(951) 694-5401 calwright@pe.net
<b>Sunbelt Business Brokers</b> P.O. Box 3079 Palm Desert, CA 92261	WND	2 300	11 1978	Business Brokerage for All Types and Sizes of Businesses & Professional Practices	Palm Desert	<b>Richard Sunetana</b> President/Broker (760) 568-1511/773-0668 Sunetana@sunbeltnetwork.com
<b>Los Arcos Realty</b> 72-711 Ramon Rd., Ste. 4 Thousand Palms, CA 92276	WND	1 1	3 1985	Commercial Property, Apartments Nationwide	Thousand Palms	<b>Thomas Ward</b> Owner (760) 343-1402/343-1589
<b>Professional Practice Sales</b> 364 E. First St. Tustin, CA 92780	WND	0 3	5 1966	Practice Appraisals, Practice Sales, Professional Business Sales	Tustin	<b>Thomas M. Fitterer</b> President (714) 832-0230/832-7858
<b>Gas Station Exchange</b> 72-757 Fred Waring Dr., Ste. 5 Palm Desert, CA 92260	10 Million Plus	1 1	3 1994	Brokerage Gas Stations/Car Washes, Southern California, Arizona, Nevada	Palm Desert	<b>Howard Spielberger</b> Owner (760) 341-3411/341-6067 info@dr-commerce.com
<b>Prudential Properties of Big Bear</b> 42149 Big Bear Blvd. P.O. Box 1968 Big Bear Lake, CA 92315	98,000 107,000	1 1	21 1996	Real Estate Sales, Real Estate Listings	Big Bear Lake	<b>Michael P. Dolan</b> Agent/Owner (909) 866-4949/866-0349 bigbearproperties.com
<b>Quinn Business Sales</b> 6825 Magnolia Ave., Ste. C Riverside, CA 92506	WND	1 1	3 1960	Business Sales	Riverside	<b>John J. Quinn</b> Broker (951) 787-8812/682-1783 johnquinn@sbcglobal.net

## Stopping the Revolving Door: How to Hire and Retain Top Talent

By Paul Endress

Every year, valuable employees leave companies for reasons no one really understands—not even the departing employees. In fact, when asked why they quit, many employees simply state: “I didn’t like the job.” This leaves many business owners, managers, and HR professionals scratching their heads, as they believe it’s impossible for anyone to pinpoint what constitutes “like.”

In reality, what makes people like their job is something you can control, although it’s also something most companies don’t focus on. Those who lead a company or department, or those who are responsible for hiring employees, tend to focus on the tangible aspects of employment, such as wages, benefits, job duties, etc. As such, when they bring new people into the organization, they do so on the premise that if Bob was successful selling widgets at ABC Company, then

he’ll be successful selling widgets here. But just because someone was successful in a past company doesn’t mean he or she will be successful in your company. And just because someone has the technical skills to do the job you have available doesn’t mean she’ll like working at your company. That’s why you need to go beyond skills and technical expertise if you want an organization filled with productive people who actually like their job and stay with you.

So if you sometimes feel that your company has a revolving door of talent, consider the following suggestions for hiring and retaining the staff you need.

### Enhance your hiring process.

Gone are the days when hiring an employee meant reading a few resumes, conducting a couple of interviews, and then hir-

ing the person with the best professional and/or academic background. Today’s companies and employees are more complex than ever. And since most interviewers and most managers don’t have a background in psychology to really discover what’s going on inside a job candidate’s head, pre-hiring behavioral and/or personality assessments are vital to any hiring decision.

A simple assessment tool—many of which people can complete in less than 15 minutes—can reveal a wealth of information that can help you better determine the person’s strengths, weaknesses, communication style, work style preferences, etc. While you can’t use the assessment tool’s results as your only hiring criterion, you can incorporate the results with your formal interview answers to get a clear understanding of the job candidate’s preferences and tendencies.

### Get a good fit.

By now, most people have heard that you want employees who “fit” in your organization. But what exactly does a “good fit” mean? It means that the person will be able to work within your organizational culture, not that he or she is technically competent to do the job. For example, is this person someone who enjoys being around others, or does he prefer to work alone? Does this person like to do things “by the book,” or does she thrive in a flexible work environment?

Knowing more than just someone’s skill set is important, because chances are that someone who was successful in a structured environment will not be successful in a flexible environment. And while few employees will ever pinpoint the disconnect in work style preferences as the root of their job dissatisfaction, any employee in

*continued on page 13*

## Revolving Door...

*continued from page 12*

that situation will complain about “not liking the job,” even though it’s the same job they did elsewhere and excelled at. A good assessment tool will reveal much information about a person’s potential fit within your company.

### Help your managers manage.

Often when a manager has an employee who isn’t working out well, the manager will tell the employee, “You need to do X differently.” But rather than expect employees to change, companies need to help their managers manage better. After all, managers are supposed to manage—that’s their job. Unfortunately, most managers are so focused on meeting quarterly financial goals that they don’t take the time to understand the personality of each employee and interact with that employee accordingly. An assessment tool can actually help managers manage better by giving the manager suggestions of how to manage that particular employee, based on the employee’s behavioral tendencies.

For example, one of your managers, Bill, may tend to give long, drawn-out instructions to people. But one of his employees, Mary, may do better with directions that are short and to-the-point. Imagine how much

more effective Bill could manage Mary if he knew that. By simply giving Mary bullet point information rather than page long instructions, Mary can go from being frustrated with her boss and not liking her job to understanding what her boss wants and being cheerful about work.

So often we hear that managers have a “style.” But no manager can be successful if they treat and interact with every employee the same way. Managers need tools that will help them work with an employee in the way he or she will work best.

### A Happy and Profitable Future

In many companies, high turnover is a lot like a sore toe. Yes, the toe hurts, but you eventually get used to the pain and it doesn’t bother you as much. Don’t get used to high turnover and say, “That’s just how it is here.” High turnover is a solvable problem once you acknowledge it.

By having a reliable assessment tool that helps you get a good fit and manage better, you’ll build a solid company of loyal and happy employees who are eager to get to work every morning. And remember, happy employees equal happy customers, and that leads to more profits for you and your company.

For more information, please contact Paul Endress at: [www.maxiumadvantage.com](http://www.maxiumadvantage.com).

## Diffenbaugh to Build Redlands and Rancho Mirage Office Projects

PGP Partners, Inc. has named J.D. Diffenbaugh, Inc. as the general contractor for the new 38.45 acre industrial development called Mountain View Industrial Center, located in Redlands off Mountain View and Lugonia Avenue. The project consists of six new concrete tilt-up warehouse distribution buildings totaling around

710,000 sq. ft. along with associated on-site and street improvements. The project is estimated to start this month and finish in October 2007. Diffenbaugh’s project manager is John Murray, and RGA, Associates is responsible for the design.

J.D. Diffenbaugh, Inc. is also scheduled to start construction on another Boureston Development venture this month. The Rancho Mirage Professional Office Building, a 15,196 sq. ft. office project located in Rancho Mirage on

*continued from page 16*

## HILTON - USO...

*continued from page 2*

Today, the USO delivers its programs and services at more than 120 locations around the world. In recent years, the USO opened centers in Kuwait, Qatar and Afghanistan to support service members participating in Operations Enduring and Iraqi Freedom, as well as centers in Vicenza, Italy, and at the Dallas/Fort Worth, Raleigh/Durham, Denver International Airport and now most recently the Ontario International Airport.

Military personnel and family members visited USO centers more than 5 million times last year. Services include free Internet and e-mail access, libraries and reading rooms, housing assistance, family crisis counseling, support groups, game rooms and nursery facilities.

The new Ontario International Airport is fortunate to have Ron Dye as the executive director of the facility along with almost 65 fine volunteers—many of whom have prior military service or have loved ones currently serving in our armed forces. Their dedication and commitment to make the facility run smoothly and keep our soldiers comfortable is truly admirable.

On Friday, Nov. 17, the Hilton Ontario hosted a complimentary gourmet lunch, prepared by Executive Chef Doug Kohn, for the volunteers to show their appreciation for their service to our country. Complimentary dinners for two at Café Catalina were given to several outstanding volunteers in recognition of their commitment to the center. The Hilton will continue to be involved and support the center and does so out of a sense of commitment to the community and to our men and women in service.

For 65 years, the USO’s mission has remained the same. The USO will support U.S. troops and their families wherever they serve. Across the United States and around the world, the American military knows that the USO is there for them. By supporting the USO, Americans show their appreciation and express their gratitude to the men and women who defend us.



## SUBSCRIBE NOW!

*You are what you know!*

GET THE NEWS YOU NEED

**Yes!** I want to subscribe to the *Inland Empire Business Journal*

☐ One year \$24 annual subscription ☐ Two Year \$48 — Includes 2006

☐ My check is enclosed ☐ Book of Lists (A \$30 Value)

☐ Charge to my credit card: ☐ Master Card ☐ Visa Exp Date \_\_\_\_\_

Credit Card No. \_\_\_\_\_

Signature \_\_\_\_\_

Company \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City/State \_\_\_\_\_ Zip \_\_\_\_\_

Phone# \_\_\_\_\_

Make checks payable to: Inland Empire Business Journal

P.O. Box 1979, Rancho Cucamonga, CA 91729

Fax (909) 483-4705 For more info, call (909) 483-4700

**INLAND EMPIRE**  
**business journal**



# Workers' Comp...

continued from page 7

Workers' compensation costs are a key component to a competitive healthy business climate. It is my hope that we are not satisfied with having one of the nation's most expensive systems but focus instead on building on the reforms adopted in 2003 in a manner which improves the quality of care to injured workers but continues to reduce overall costs.

## Challenge the Numbers

The number of workers' compensation claims filed have dropped 28%. This is perhaps the primary reason costs have been reduced so dramatically in California. Many groups that have consistently opposed comprehensive reform have ignored this vital statistic and, for political purposes, have claimed that the savings are primarily attributed to changes in the Permanent Disability (PD) schedule. They have advocated for a 100% increase in PD payouts. When analyzing the facts surrounding workers' compensation, challenge the numbers on all sides to ensure that any changes to the underlying reform law are based on fact and not political maneuvering.

## Commission on Health, Safety and Workers' Compensation (CHSWC) Must Be Reformed

To bolster their calls to roll back the reforms, opponents have relied on work done by the Commission on Health, Safety and Workers' Compensation (CHSWC). CHSWC was designed to be a labor and employer joint committee. Unfortunately, some representatives on the commission who are charged with representing the business community actually represent other interests. This commission should serve as an important neutral forum for labor and businesses to jointly address needed changes. Unfortunately, in light of the politicization of the commission, all reports from the commission should be viewed with skepticism until real business representation is restored.

## Denial of Care Concerns

The number one complaint received by the Division of Workers' Compensation is that insurers are denying or delaying necessary medical treatment. The scope and validity of such claims should be carefully examined. No one involved in reforming the system supports denial of legitimate claims.

## Background on Medical Treatment Issues:

California's medical costs rose 111 percent between 1997 and 2002, and were more than double the national average in 2002. Studies showed that Californians had far higher medical utilization rates than other states, while having the lowest return-to-work ratios in the nation. In response, in 2003 Governor Gray Davis signed SB 228 by Senator Richard Alarcon (D-San Fernando Valley). The bill required the state to establish medical guidelines, required insurers to use a utilization review system, and also limited chiropractic and physical therapy visits.

## Tools to Address Medical Care Issues:

Administrative Penalties:  
Senate Bill 899 (Poochigian)

continued to page 29

# UCR Studying Self-Organizing Smart Wireless Networks

UC Riverside engineering professors are researching a wireless computer network that reconfigures itself with every new connection to maximize its effectiveness and reach.

For wireless multihop networks to be used by thousands, the network has to be able to self-organize, which is what University of California, Riverside researchers are developing at the Bourns College of Engineering.

Self organization means that each wireless node is aware of its neighborhood and can make intelligent decisions about whom to communicate with. Multihop means the network allows a single connection to let many other users "hop onto" the network using the most efficient wireless routes. Creating essentially a wireless web of wireless networks is especially useful where traditional hardwired systems are limited in reach, such as in developing countries or in sparsely populated areas.

Computer science and engineering faculty members Srikanth Krishnamurthy, Michalis Faloutsos and Neal Young are working to develop a smart wireless network that reconfigures itself with each connection to optimize its quality and effectiveness. The project has received a three-year, \$388,000 grant from the National Science Foundation.

Using the third floor of the Engineering II Building at UCR as their test network, they will determine what the realistic footprint of the wireless signal coming from each node is and how to best design the network that will constantly reconfigure itself to maximize the quality of signals between neighboring transmitters and receivers.

"When you see representations of the reach of a wireless signal, they usually show you a circle radiating from the antenna, but with walls, poles and other interfering devices, you rarely have a circular footprint," said Krishnamurthy, one of the principal investigators. A goal of the research team is to use realistic assumptions and models.

The work will examine emerging physical layer technologies such as the use of smart antennas while facilitating this reconfiguring of neighboring nodes. The investigators will also develop a wireless teaching laboratory at UCR for both graduate and undergraduate students to perform experiments and understand the practical issues that arise with the network's implementation.

# Three Strategies for Dealing With Change

By Peter McLaughlin

## Getting Ready for Anything

Those business professionals who want to be successful and lead a sane, healthy, and happy life need a new kind of training—one that business schools don't provide. To take an analogy from Robert Pirsig's Zen and the Art of Motorcycle Maintenance, most of today's leaders (not you, of course), like institute-trained mechanics, are ready for everything—except a new situation.

If you are to be ready for anything, your training must focus more on the person, not just the business. That means focusing on you and your personal and professional development rather than focusing on the situation. It's about becoming more optimistic and resilient, more creative and energetic.

How do you actually do that? Well, consider the following:

## Tell Yourself A Good Story After Any Defeat

Renowned author Peter Drucker once said, "A leader is a person who controls his own energy and orchestrates the positive energy of the people around him." Realize that everywhere you go, you leave an "emotional wake." If it's negative, your company produces less quantity and certainly less quality. In any situation, you can be angry or you can solve problems; rarely can you do both.

Martin Seligman, Ph.D., author of "Learned Optimism and Authentic Happiness," has corralled the best psychologists in America to study positive emotions. His research proves what a lot of us suspected: Positive emotions help you become more productive at work, healthier, longer-lived, and happier. The results of Seligman's research give us the answer as to what and how to change in order to be more con-

sistently positive and optimistic. For example, consider the following:

An optimist tells herself a good story, especially after a defeat. In Seligman's words, to be more positive, use an "optimistic

explanatory style." For example, say, "The deal was almost done when the stock market hit the skids. That's not our fault. We'll get them next time," versus "I never win the big ones," or "It's hopeless dealing with big com-

mittees." Perform a daily act of gratitude. But don't just send an arbitrary e-mail to someone. Rather, use handwritten notes, special phone calls, or surprise cubicle

continued on page.19

## 2007 EDITORIAL SCHEDULE

EDITORIAL FOCUS	SUPPLEMENTS	LISTS
<b>January</b> <ul style="list-style-type: none"><li>• Education</li><li>• World Trade</li><li>• Year End Review</li></ul>		
<b>February</b> <ul style="list-style-type: none"><li>• Commercial R.E. Developers</li><li>• Residential Real Estate</li><li>• Architecture/Land Planning</li><li>• Redevelopment</li></ul>		
<b>March</b> <ul style="list-style-type: none"><li>• Major/MultiEvent Venues</li><li>• Financial Institutions</li><li>• Health Care</li></ul>		
<b>April</b> <ul style="list-style-type: none"><li>• Meetings &amp; Conventions</li><li>• Airports</li><li>• New Home Communities</li><li>• Malls &amp; Retail Stores</li></ul>		
<b>May</b> <ul style="list-style-type: none"><li>• Economic Development (Riverside Cnty)</li><li>• Marketing/PR/Media Advertising</li><li>• Insurance Companies</li></ul>		
<b>June</b> <ul style="list-style-type: none"><li>• Financial Institutions (1<sup>st</sup> Quarter, '07)</li><li>• Travel and Leisure</li><li>• Employment Agencies</li><li>• Home Health Agencies</li><li>• Economic Development (San Bernardino)</li></ul>		
<b>July</b> <ul style="list-style-type: none"><li>• Manufacturing</li><li>• Distribution/Fulfillment</li><li>• Credit Unions</li><li>• Event Planning</li><li>• High Desert Economic Development</li></ul>		
<b>August</b> <ul style="list-style-type: none"><li>• Personal/Professional Development</li><li>• Employment/Service Agencies</li><li>• Health &amp; Fitness Centers</li><li>• Caterers</li></ul>		
<b>September</b> <ul style="list-style-type: none"><li>• Mortgage Banking</li><li>• SBA Lending</li><li>• Independent Living Centers</li></ul>		
<b>October</b> <ul style="list-style-type: none"><li>• Lawyers/Accountants</li><li>• HMO/PPO Enrollment Guide</li><li>• Economic Development Temecula Valley</li><li>• Financial Institutions (2nd Quarter, '07)</li></ul>		
<b>November</b> <ul style="list-style-type: none"><li>• Retail Sales</li><li>• Industrial Real Estate</li><li>• Commercial R.E./Office Parks</li><li>• Educational Services Directory</li></ul>		
<b>December</b> <ul style="list-style-type: none"><li>• Financial Institutions (3<sup>rd</sup> Quarter, '07)</li><li>• Top Ten Southern California Resorts</li><li>• Temporary Placement Agencies</li></ul>		



# No More Mind-Numbing Number Slides: 5 Easy Steps to Bring Your Presentation to Life

by Jerry Weissman

Business people are perpetually faced with the challenge of one of life's greatest burdens: presenting number slides without numbing their audiences into a soporific stupor. This narcoleptic effect is the result of four common missteps perpetrated by most presenters:

1. *The presenter starts each slide by saying, "Now I'd like to talk about..." forcing the audience to re-start the presentation with each slide.*

2. *The presenter reads the words on the slide verbatim, causing the audience to feel patronized and become resentful, thinking "I can read it myself!"*

3. *The presenter discusses the general subject of the slide without referencing the specifics on the slide, splitting what the audience sees and what they hear, forcing them to dart back and forth between the screen and the person, causing complete confusion.*

4. *The presenter recites only the data on the slides, adding no value.*

Therefore, the problem is in the presenter's narration more than in the design of the slide itself. Of course, it is important to wield a sharp razor ruthlessly in the graphic design, slashing and trashing extraneous data, Keeping It Simple, Stupid. But even the most minimal design must be accompanied by a clear and consistent narrative.

Here then is a simple solution for each of the four common errors, one for each error, plus one bonus solution, linking your slides into a fluid story narrative.

## 1. Title Plus.

To avoid the re-start effect, start each slide with a title plus, a single statement that captures the overview of the entire slide by referencing the title of the slide plus the other images. For a slide with five bars, say, "Here are our revenues for the past five years." Or for a slide with 20 bars, say, "Here are those same annual revenues in quarterly increments." For a pie chart say, "This slide represents the percentage of our revenues by region."

You can also use the Title Plus to describe other than number slides. For a bullet slide say, "These are the four steps we intend to take on our path to profitability." For a complex technology diagram say, "This is our comprehensive technology architecture."

## 2. Paraphrase.

To avoid the verbatim effect, paraphrase or juxtapose the words on the slide, or use synonyms. For instance, if the slide title reads, Significant Revenue Growth, say, "Our revenues have grown impressively." Or if the slide title reads, Multiple Market Drivers, say, "These are the many forces driving our market." If the slide title reads Broad Patent Portfolio, say, "We have strong intellectual property protection." Your audience can easily make the interpolation.

## 3. Navigate.

To avoid the split perception effect, describe the images on the slide by navigating the audience's attention with your words. For a pie chart, say, "The largest wedge is the green with 55 percent, moving clockwise, the middle wedge, in yellow, is 38 percent, and the smallest, in blue, is 7 percent."

For a table, say, "The vertical axis represents speed from low up to high, and the horizontal axis represents costs from low out to high."

In addition to making it easy for your audience to follow and understand, this navigation technique has an extra benefit: it displaces the ubiquitous pointer. For some inconceivable reason, pointers, whether the retractable fixed type or the frenetic laser dot model, have become standard equipment in presentation environments around the globe. Presenters then brandish the pointers as antagonistic weapons; navigation is user-friendly.

## 4. Add value.

Financial prospectuses have a boilerplate section called, "Management's Discussion and Analysis." Make this the theme for every presentation. Discuss and analyze beyond the information depicted on your slides. Don't settle for mere recitation. Add value, dimension, and depth to your discussion.

## 5. Bonus:

Linking words. You can create continuity from slide-to-slide with a technique writers use to create continuity in their narratives. Writers chose a word or a phrase from one paragraph and repeat the word or phrase in the subsequent paragraph to connect the two paragraphs. The same technique can be applied to two consecutive slides, where the first is titled Significant Revenue Growth and the second is titled, Margin Improvement.

When you click to the margin slide, say, "Our impressive revenue growth has helped us improve our margins." Or if the

first slide is titled Broad Product Line and the second is titled Leading Market Share. When you click to the market share slide, say, "Our state-of-the-art products have made us the market leader."

Contrast this technique with the conventional rote transition that maddeningly starts each slide, "Now I'd like to ..." which provides no link at all.

The linking words technique, along with the other four solutions, brings logic and continuity to what is essentially a disparate and interchangeable laundry list of data. It also brings life to your number slides, as well as to all your slides, and to your audience.

For information about Jerry Weissman's services, please visit: [www.powerltd.com](http://www.powerltd.com) or call: 800-227-1160.

## Diffenbaugh

*continued from page 13*

Highway 111, was designed by Lee & Sakahara Architects. The single story, wood frame structure with stucco exterior is comprised of both medical and professional offices. Diffenbaugh's project manager is Mary Larkins, and the superintendent is Mark Ellison. The project will be managed out of Diffenbaugh's new Palm Desert office and is scheduled to be completed in the summer of 2007.

In addition, Joe Hamilton, Sr., a senior superintendent has been named general superintendent for all field operations for J.D. Diffenbaugh, Inc. a Riverside-based general contractor. Hamilton joined Diffenbaugh in 1976 and has served as a superintendent for 34 years. He has completed over 7 million square feet of commercial and industrial facilities including several distribution centers in excess of 1 million square feet.

## MANAGING

# Four Steps for Solving Your Problems

by: Sue Dyer

How many times have you sat through meetings only to walk away wondering if your team could resolve any of the problems it faced? The ability of a team to identify and resolve problems is a critical skill. Many teams never learn how to do this. Those who do always outshine their counterparts.

Of course the best problem solving technique is to prevent the problem from occurring in the first place. But we all know that stuff happens! Here are four steps to help you address the root cause of your problem so that you resolve the underlying issue. Over time, if your team follows these four steps, they will begin to build "problem solving muscles" and become more adept at tackling problems, and trust will grow.

## 1. Refuse to Get Upset

You need to be a part of the solution, but if you become emotionally charged, you will be focused on your emotions and not on the issue at hand. Once you are upset, you become part of the problem.

- It gets harder the longer you wait.

While a cooling off period can be beneficial when tempers flare, putting off problems only makes the solution more difficult. Over time people become more invested in the problem and in winning. This makes it much more difficult to resolve the problem.

- Listen between the lines.

Arguments are not usually about what people say they are about—most have to do with the egos involved. By listening with empathy, between the lines, you will hear that people are telling you what they truly need.

- Lead, don't manipulate.

You don't have to have authentic power to lead a problem-solving effort. You just need a sincere desire to find a solution that gives everyone what they need. Manipulation tries to lever power over others. Leadership seeks to give hope that a true dialogue can occur.

## Step 2. Resist Playing the Blame Game

When confronted with a problem, it is only natural to want to find out "who is to blame." The problem with the "blame game" is that communication stops as everyone becomes protective. In the meantime, no one is working on solving the problem! So keep focused on a solution.

- You can't create good solutions in a vacuum.

The more you learn about the needs and constraints of the various people on your team, the better you will be able to create good, and possibly great, solutions. So ask.

- Work to get off to a good start.

How a team starts a project is a pretty good indicator of how the project will end. So it is well worth the effort to make sure that yours starts out well. Open up communication and start teamwork from the beginning.

- Silence your inner judge.

When someone is talking to you and you hear that little voice in  
*continued on page 20*



FULL SERVICE GRAPHICS

- Web Development
- Web Design
- Databasing
- E-Commerce
- Web Hosting
- Graphic Design
- Corporate Identity
- Animated Logos
- Marketing Collateral

**Be Noticed!! Increase Business  
with Custom Design**

Mention this ad for a free consultation

**909.338.3187**  
**[www.mindseyes.net](http://www.mindseyes.net)**

**Having trouble keeping your website up-to-date?  
Does it take forever to get your website updated?  
Is your web staff overworked?**

**We can help!**

**cyberStrategies** ..... internet commerce solutions

- Content management solutions
- E-commerce tools and services
- Online shopping carts and credit card transactions
- Website planning, design and implementation
- Website project management services
- Website hosting
- Custom search engines, directories and catalogs

**Our content management tools can help you decouple the look-and-feel of your site from the informational content. Your clerical staff can keep your content up-to-date; they won't have to wait for your overworked web experts to do it.**

For more info see us at [www.csz.com](http://www.csz.com)  
Call today for a free consultation!  
**909-920-9154 x27**



# TIME MANAGEMENT

## Juggling the Pressures of Work and Home:

### A Juggler's Guide to Staying in Balance

by Jon Wee and Own Morse,  
The Passing Zone

If you often feel like a juggler, trying to balance all the different responsibilities of your life, you're not alone. Between work demands, home and family obligations, interests and hobbies, community involvement, and personal/professional development pursuits, many people feel that they have too many balls in the air at once. And unfortunately, the situation is only getting worse.

With the proliferation of PDAs, cell phones, and other technologies, we often have no escape from the barrage of intrusions: clients calling after hours, the boss assigning yet another project, and friends needing help...now. People expect us to be always reachable at a moment's notice. For many, the very tools that were supposed to make our lives easier have only made us more stressed.

How bad is the problem? Well, a recent study of more than 50,000 employees from a variety of manufacturing and service organizations found that two out of every five employees are dissatisfied with the balance between their work and their personal lives. That means for many people, their work life and home life aren't co-existing harmoniously, and people feel the stresses associated with being out of balance.

Before all your juggling balls come crashing down around you, follow some tips gleaned from...where else...the world of juggling! After all, if professional jugglers like ourselves can balance chain saws, flaming torches, and butcher knives without a scratch, we can certainly teach others a thing or two about balance. Following are some secrets from the world of juggling that apply to anyone's life.

#### 1. Allow yourself to focus on one thing at a time (or, pay attention to the chain saw)

During juggling routines, a juggler must pay attention to many different things---the items he or she is juggling, the speed in which the items are moving in the air, the size and weight of each item, etc. However, there are certain times or certain objects that demand all the juggler's attention at once---such as a buzzing chain saw falling into their hands.

The same thing happens in everyday life. There are times when you're swamped with work, for example, and for a large part of your day you have to focus on work, not on your kids, your vacation, your finances, etc. When that time comes, don't fight it. Allow it to happen, knowing that you'll have to focus on something else exclusively at another time. If necessary, arrange your day so you have that focused time. Tell others your schedule so they know they can't disrupt you during that time. You may even have to leave the office early or turn off your cell phone. Do what you must to keep your focus on the item at hand. By doing so, you'll be more effective when you later address the other areas of your life. And you'll avoid a nasty mishap with that chain saw!

#### 2. Focus a little bit on everything at once (or, keep all the plates spinning).

When a juggler is spinning plates, he or she must focus on and tend to all the plates at the same time. If the juggler were to only focus on one spinning plate, all the others would quickly come crashing down.

At times, life is a lot like plate spinning. You know how it goes:

your child's school is on the phone, the repair man is at the front door, your boss is calling on your cell phone, and now the meal you were cooking on the stove has caught fire. You have to jump from one thing to another just to keep the fires out (literally). The problem is that many people don't know how to spin several plates or juggle numerous balls at once. Then, when they have to because life demands it, they get overwhelmed. That's when we feel out of balance. Therefore, practice multi-tasking on a regular basis. Your ability to juggle multiple things at once, when necessary, will actually help you feel more balanced and relaxed during times of stress. And it'll prevent you from breaking too many plates!

#### 3. Simplify wherever you can (or, know your juggling limits).

Just because a juggler can juggle five balls effortlessly doesn't mean he can juggle 10 balls. And just because someone can juggle flaming torches doesn't mean she can also juggle chain saws. Every juggler has limits.

Your life, too, has limits. Look back over your calendar or daily planner and analyze where you spend your time. Get rid of any unnecessary commitments, or at least put something on the back burner temporarily. If you're involved in too many committees or trying to learn too many hobbies, or if your children are a part of too many after school activities, you'll need to decide what's not necessary so you can simplify and get in balance.

Realize that some cuts may only be temporary. Do a regular evaluation of your time so you can see when you can take some-

thing new on and when you have to put things aside. Too many people today get overcommitted to too many things, and then they wonder why they have no life balance. Therefore, know what you really can do given your time constraints and get rid of the rest, at least for now. Your juggling will have fewer drops once you simplify your pattern.

#### 4. Don't stress when interruptions occur (or, improvise when the spotlight is on).

In the entertainment business, things change on a dime. For example, you may be committed to your daughter's piano recital tomorrow night, but then "The Tonight Show" calls and wants you as a guest...tomorrow night. In that case, you may have to drop everything, change your plans, and take the lucky breaks as they come. Or, during a performance, a juggler may have to improvise and make some changes to his or her routine...while in front of a live audience.

"The Tonight Show" may not be calling you, but last-minute changes like these happen to everyone. For instance, you may set aside your entire morning to finish that big project. Ten minutes into your work, you get a call from your child's school saying that your son is sick and you have to pick him up immediately. When that happens, accept the interruption and don't get upset.

Feeling angry, resentful, or annoyed by the disruption, whatever it may be, will only cause you to feel more stress than necessary. Realize that things happen to everyone. Being nimble and able to change gears on a moment's notice will keep you in balance, no matter what happens.

*continued on page 19*

## Juggling...

*continued from page 18*

And sometimes those improvised moments turn out to be the best part of the show.

### Keep All Your Balls in the Air

Regardless of your profession or life circumstances, always remember that all areas of your life are important, so you need to find a good balance. After all, it doesn't do any good to let your marriage fall apart because you spend too much time on work. Nor does it make sense to get fired from work because you spend too much time at home. You need to allocate the necessary time for fun, for family, for work, for exercise, for hobbies, and for anything else you want in your life...and then let all the unnecessary stuff go. By finding that much needed balance between all elements of your life, you'll soon be a master juggler who can handle whatever comes your way.

For more information, please visit: [www.passingzone.com](http://www.passingzone.com).

## Hovnanian Homes....

*continued from page 2*

ments that offer the single-level architecture and resort-inspired recreation homebuyers deserve. Our goal is to enhance our customer's lives on every possible level and the entire team is just thrilled to be recognized by the editors of 50+Builder Magazine for our K. Hovnanian's Four Seasons gated communities at Hemet, Palm Springs and Beaumont," noted Damon Gascon, Inland Empire area president of K. Hovnanian Homes.

## Three Strategies...

*continued from page 15*

visits. Your team members will love it, but the real change happens within you.


Change The Company Environment from Hindquarters to Headquarters. Look at the average company (not yours, of

course). Most, if not all, meetings are set up in the left-brained, logical, linear, sequential-thinking mode. Position titles are left-brained as well: CEO, CFO, COO, and CIO. We have budget meetings, operational meetings, and technology meetings. But where's the committee for cre-

ativity and innovation? Who got rewarded for the most innovative customer save or creative sale? Perhaps these are topics you can bring up at your next meeting.

Additionally, from a Feng Shui point of view, most of our offices are "hindquarters," designed around where we put

*continued on page 23*



Close  
your eyes.

Open  
your heart.

Let  
the Season  
begin...

**TUNE IN TO**  
**FOX 11 & 104.3**  
for updates throughout the  
holidays and watch more  
wishes come true.

Donate today and help  
brighten children's lives  
one wish at a time, call  
**1-888-217-WISH** or visit  
**[www.aseasonofwishes.org](http://www.aseasonofwishes.org)**

**a Season of Wishes**  
Make-A-Wish Foundation of Greater Los Angeles

**Celebrate A Season Of Wishes with our partners**

FOX 11, 104.3, LA 18, SHOWTIME, KIRKLAND & ELLIS LLP, Michael's, Nestle, Hilton, PRINCEWILL, MULTIMU, LAZARUS, THE PASSING ZONE, THINGS UNEXPECTED, LAZARUS, SHOWTIME, KIRKLAND & ELLIS LLP, Michael's, Nestle, Hilton, PRINCEWILL, MULTIMU, LAZARUS, THE PASSING ZONE, THINGS UNEXPECTED



## Four Steps for Solving Your Problems

continued from page 17

your head saying, "yes but that's not right," or "yes but you don't really understand," you have just stopped listening to that person. Instead, you're creating your rebuttal so you can prove them wrong and yourself right. That's how fast communication can break down—in an instant—in your own head.

### Step 3. Agree on the Problem

It is easy to assume that you understand the problem, but is this the problem or just a symptom of the real problem? How can you tell? Others on your team may see the problem very differently than you do and have information that you don't have. It is important to create an atmosphere that allows everyone on your team to openly discuss the issue so you can find and agree on the core problem. Because if you don't agree on the problem...you are never going to agree on the solution!

- Make conflict constructive not destructive.

Conflict need not be destructive, destroying relationships and communication. Conflict can be constructive, spurring discussion and pointing out areas in need of work, helping the team to improve. It's all a matter of attitude and approach.

- Focus on the present - don't rehash the past.

When you analyze what happened and why it happened and who was responsible, you are trying to deal with your problems by focusing on the past. You have no power when you deal with issues in the past—you can't change the past. So bring your problems into the present; you'll be surprised how quickly you can resolve them.

- Everyone owns the problem.

Everyone owns the problems that pop up equally. It's not their problem and it's not my problem, it's our problem. It's everyone's job to understand the problem and cooperate to work out a way to quickly solve it. Pointing fingers only stops conversations very rapidly.

### Step 4. Co-Create Solutions

People don't argue with what they help to create, and there truly is a collective wisdom in a team. Tap into that wisdom by offering your team a chance to help create the solution(s) to the core problem that you've identified.

- Allow the people closest to the problem to resolve the issue.

Quality decisions come from those closest to the issue. Quality goes down as issues move away from the team, and the issues tend to grow in cost and time.

- Build on common ground.

When creating objectives, focus on those things that you all have in common. This will get everyone moving in the same direction—working together instead of against each other. Keep focused on those things you have in common, not on your differences.

• Do the impossible.

Keep yourself open to possibilities. Try to look at old things in new ways, through new lenses. That's what seeing problems through the eyes of the others involved can help you do. It really is possible to create a solution that gives everyone what they need, and to walk away with a new level of respect and understanding.

Now you are ready to implement the solution(s). You can use the same process for identifying potential problems and preventing them from becoming actual problems!

Sue Dyer can be reached at (925) 449-830 or by e-mail at [SueDyer@ScorecardProgram.com](mailto:SueDyer@ScorecardProgram.com).

## MAXIMIZE YOUR HIRING INTELLIGENCE



### CHARACTER AND BEHAVIOR COUNT!

• Narrow the External Candidate Pool to the Best Possible Matches with Available Positions

• Compare the Character Qualities of Internal and External Candidates When Making Placement Decisions

• Build Stronger Teams of Complimentary and Compatible Employees

• Enhance Individual Job Performance and Overall Productivity

• Increase Employee Retention and Reduce the Cost of Turnover

**CALL TODAY  
FOR YOUR  
FREE TRIAL!**  
(877) 345-2021



The MERIT Profile from A-Check America provides character & behavior assessments allowing you to consistently identify quality people with the most likelihood of success for your organization.

MAXIMIZING EMPLOYEE RESOURCES... IMPLEMENTING TRANSFORMATION



Please allow us to introduce ourselves: Triton Communications, Inc., a full service telecommunications company. Originally formed in 1981, and Incorporated on August 12th 1982. We began as a contractor providing installation service for Rolm of California. In 1985, Triton Communications, Inc. became an interconnect and began to serve its own customers.

We are very proud to say that many of our original customers are still with us today. Please review the list of services and qualifications below. We are certain you will find that Triton Communications, Inc. can be of assistance to you and your company. We have a very well trained technical staff and our installation and service technicians have an average of fifteen years experience each. The following is a list of our services:

- Sales and Service of refurbished (Nortel, Toshiba) & new (NEC) telephone systems and equipment.
- Complete System cabling of voice, data, and computer networking.
- Voice Mail and Paging systems to Video conferencing and Call Accounting systems.
- Providing Local Dial Tone, T1, Long Distance and 800 numbers.
- VoIP solutions.

## Aspire

Triton Communications, Inc.  
663 Brea Canyon Road Ste. 4  
Walnut, CA 91789  
Phone: 909.594.5895  
Fax: 909.598.2832  
[www.tritoncomm.com](http://www.tritoncomm.com)



## Citizens Business Bank Announces New Appointments

**Christopher D. Myers, president and chief executive officer of Citizens Business Bank has announced the following appointments:**

- Rick Abrego to the position of vice president and business development officer of the bank's Small Business Administration (SBA) services.
- Hannah Zhao to the position of vice president and credit officer in the credit management division.
- Daniel Reid to the position of vice president and rela-

tionship manager for the bank's Ontario-Airport business financial center.

- Frank Saldana to the position of vice president and construction loan officer of construction loan services in Ontario.
- Chad Davis to the position of vice president and relationship manager for the bank's Riverside business financial center.
- Michael Hough to the position of vice president and relationship manager for the bank's San Bernardino business financial center.
- Marlene Alfonzo to the

position of vice president and credit officer in the credit management division.

- Matthew Koch to the position of assistant vice president and business development officer of the bank's Small Business Administration (SBA) services.
- Promotion of Uyen Phan to the position of assistant vice president and investment officer in the bank's treasury department.
- Martha Medellin to the position of vice president and regional service manager for the Orange County region in the sales and service division.

## Panattoni

continued from page 2

125,000 square feet. Completion of the first building, a 125,000-square-foot, five-story Class A office building, is expected in winter 2008. Additional buildings will be completed in the following 12 to 24 months.

• 217 luxury for-sale condominiums built above 32,300 square feet of specialty retail.

In a strategic partnership with the City of Ontario Redevelopment Agency, Panattoni Development Company purchased the land for \$26 million in 2004. The city's investment in the Italian-themed Inland Empire destination and lifestyle venue is expected to generate \$7 to \$8 million in annual revenues.

Contributing to the new reality will be an 11,000-seat capacity world-class sports and entertainment arena,

continue to page 23

## "BANK ON IT" YOUR RELATIONSHIP

WITH

1-877-4-CBBANK

CITIZENS  
BUSINESS BANK

[www.cbbank.com](http://www.cbbank.com)

"They try and understand what you really need and help you satisfy that need."

The Rodriguez brothers own and operate J&R Fleet Services, a large truck repair facility.

"Go to Citizens Business Bank; it is the best bank we have come across."

Flexibility to meet your company's changing needs.

Bank on it!



J&R Fleet Services  
ROBERTO, RICARDO  
& JAVIER RODRIGUEZ



Member FDIC



# We can help your employees find the right doctors.

(Finding the right employees is up to you.)

Give your employees access to one of the largest provider networks in the nation.

Your employees don't just want access to more doctors, they want access to the doctors they already know and trust. And, chances are, their favorite doctors are already in our expanded network. Our extensive network makes our benefits even more beneficial - which, incidentally, is a big part of attracting and retaining top talent. Doing the interviewing and looking at resumes is still up to you.

**PacifiCare**  
A UnitedHealthcare Company

To find out which of our plans is right for you, please visit us at [www.pacificareandyou.com/Inland](http://www.pacificareandyou.com/Inland) or call us at 1-800-701-1393 or contact your PacifiCare broker.

Products and services are offered by PacifiCare of California, PacifiCare of Nevada, Inc., PacifiCare Behavioral Health of California, Inc., PacifiCare Dental of California, Inc., PacifiCare Health Plan Administrators, Inc., Rx Solutions, Inc., and SeniorCare, Inc. Indemnity insurance products underwritten by PacifiCare Life and Health Insurance Company, PacifiCare Life Assurance Company and American Medical Security Life Insurance Company. PacifiCare is a federally registered trademark of PacifiCare Life and Health Insurance Company.

Form # PB091391 000

11/07 JAN/08/08

## EXECUTIVE NOTES

**Mission Oaks National Bank** has long been the preferred choice for those looking for loans to purchase real estate, start a business or finance an expansion. Now it hopes to become the lender of choice for pilots shopping for airplanes. **Mission Oaks** has hired veteran aviation lender **Juan Alonzo III** to manage the newly-formed aircraft lending department. **Alonzo** has specialized in aircraft finance for the last two decades. He started the aircraft lending department at Riverside National Bank in the mid-1980s and most recently was vice president and aircraft department manager at Community National Bank. There he oversaw a loan portfolio of about \$32 million. He also made aircraft loans while working at First Pacific National Bank.....**Stephen Walden**, a veteran SBA lender, has joined Mission Oaks National Bank as a senior vice president and manager of the Small Business Administration loan department. Prior to working at the Temecula-based community bank, Walden was assistant manager and regional loan officer for La Jolla Bank in San Diego County. The Rancho Bernardo resident also held lending positions at El Dorado Bank and Bank of America.....**George Frahm**, group senior vice president of retail operations and administration for **Stater Bros. Markets**, was elected California Grocers Association secretary for 2006-2007. **Frahm** oversees the day-to-day operations of the human resources, labor relations, insurance, workers' compensation and support services departments for the 162-market chain operating in Southern California. He began his grocery career in 1973 at Stater. In 1986, he was promoted to grocery supervisor and to senior vice president of administration in 2001.....**Cynthia Duffy** has joined **Kiner Communications** as senior account executive, announced the agency's chief executive officer, **Scott Kiner**. **Duffy** will develop and manage marketing communications programs for a range of agency clients. Formerly with Desert Springs, a JW Marriott Resort & Spa, and Rancho Las Palmas Resort & Spa (now a KSL property) as director of leisure marketing, **Duffy's** background also includes serving as senior project/database marketing manager for Marriott's western region, and in segment marketing, advertising, and promotions at Starbucks Coffee Company in Seattle.

## The Inland Empire Ad Club ADDY Awards Competition Now Open

The 2007 Inland Empire Ad Club/American Advertising Federation ADDY Awards Competition is now open. All work is eligible if it first appeared in the media or was used from January 1 through December 31, 2006. The ADDYs are the advertising industry's largest and most representative competition, attracting over 50,000 entries every year.

Conducted annually by the American Advertising Federation, the Inland Empire Ad Club ADDY

Awards are the first of a three-tier, national competition. Concurrently, all across the country, local entrants vie for recognition as the very best in their markets. At the second tier, local winners compete against the other winners in one of 14 district competitions. District winners are then forwarded to the third tier, the national ADDY Awards competition.

For information contact:

**Mark Landon**  
[mark@LandonAgency.com](mailto:mark@LandonAgency.com)  
909-986-7502

## Panattoni

*continued from page 21*  
which will be developed by the City of Ontario (using funds from the Panattoni land sale) on 36 acres along Concours Avenue. The 225,000-square-foot arena will attract approximately 140 events annually including minor league hockey, NBADL basketball, arena football, concerts and family shows - more than any other arena of its size currently in the nation, according to the operator, **Anschutz Entertainment Group (AEG)**, one of the leading sports and entertainment presenters in the world.

## Three Strategies

*continued from page 19*

our rear ends. What we need are "headquarters," places that encourage ideas and visionary solutions. While day-to-day business operations certainly depend on logical decisions and

structure, we've gone overboard. We need to encourage the creative thinking that anticipates the new environment.

## Stake Your Tent...And Your Claim

Those business professionals who pitch their tents in uncharted territory are the true leaders. Sure, they may be bit apprehensive of change initially, but because they're physically fit, enthusiastically optimistic, and headquartered in creative thinking, they embrace the future in the new world of technology, globalization, and ever-aging employees...and their results are better for it.

For more information, please contact Peter at [peter@petermclaughlin.com](mailto:peter@petermclaughlin.com).

## FOR SALE - \$2.1M MEDICAL INVESTMENT CONDOMINIUM Magnolia Medical Center, Riverside, CA

**SIMPLE TO BUY - SIMPLE TO OWN**

**Tenant - Aspen Medical Group**

- \$2,105,000
- NNN lease
- Hospital campus location
- Fee Simple
- Great 1031



**ADR**  
AMERICAN DIVERSIFIED REAL ESTATE  
providing 1031 solutions

Call for more information  
**877-965-7700**

View ADR's \$40M portfolio  
[www.adr1031.com](http://www.adr1031.com)

© American Diversified Real Estate LLC, 2006



Swing into the New Year in style with  
the most exciting New Years Celebration ever!

The Hilton Ontario  
proudly  
presents...

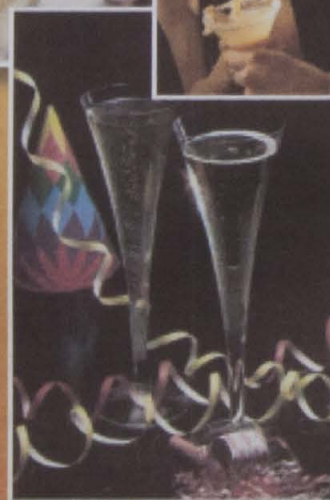
SHAKEN  
NOT  
STIRRED

Happy New Year

Featuring the hip swinging sounds of the Royal Crown Revue (made famous with the sound track hit, "Hey Pachuco" in the movie "The Mask" starring Jim Carrey).



Royal Crown Revue Photo By: Katherine Tessler



Your evening of fun and entertainment includes: dinner for two prepared by our award winning chef, champagne toast and party favors, Casino tables and chances to win fabulous prizes... plus a luxurious room featuring our Serenity Bed package. 7:00 P.M. Hors d' Oeuvres, 8:30 P.M. Dinner, Fun & Dancing throughout the evening!

All this for only \$300.00 per couple! This event will sell out quickly... so reserve your tickets now by calling 909-980-0400 today!

Hilton Ontario Airport 700 N. Haven Avenue, Ontario, CA 91764



Hilton  
Ontario Airport

## Regency Centers Reaches Agreement

Regency Centers, a national owner, operator and developer of grocery-anchored and community shopping centers, has recently reached terms on remaining details of an agreement with the city of Murrieta. Council appointed sub-committee for the development of a 540,067-square-foot shopping center at the intersection of Winchester Road and future Clinton Keith Road in Murrieta.

According to Jim Reuter, vice president of investments for Regency Centers, partnering with the city to help build the regional public off-site improvements was a key component to allow this project to move forward. Regency is ready to present this mutually-beneficial agreement to the new city council for final consideration and proceed with development on this project in the near future.

Regency is the leading national owner, operator, and developer focused on grocery-anchored, neighborhood and community retail centers. As of Sept. 30, 2006, the company owned 399 retail properties, including those held in joint ventures. Including tenant-owned square footage, the portfolio encompassed 53 million square feet located in top markets throughout the United States. Since 2000, Regency has developed 163 shopping centers, including those currently in process, representing an investment at completion of approximately \$2.4 billion.

## Jumping...

continued from page 30  
competitors. Now consider how you could use this training strategy to steal business away from your competition. If the competition isn't giving this personal level of service, if they're just filling orders and aren't familiar with their customers and their needs, they are vulnerable. Use your excellent ani-

## BOARD APPROVES FUNDING FOR THE UNFORGETTABLES

At the request of the Second District Supervisor Paul Biane, the Board of Supervisors approved a \$2,500 allocation to The Unforgettables Foundation in October.

"In the first six months of this year, The Unforgettables Foundation helped 18 low-income families in the Second District cope with the loss of a child by helping them with funeral expenses," Biane said. "The Unforgettables Foundation provides a fundamental service in my district and throughout San Bernardino County, and this funding will help the group carry on its mission."

The \$2,500 allocation comes from the board's priority policy needs budget, which was established to meet unbudgeted needs identified by supervisors throughout the year. The Unforgettables Foundation is a non-profit organization based in Redlands. In addition to helping low-income families cover funeral expenses when a child dies, the group educates families and caregivers about children's health and safety issues.

For more information about The Unforgettables Foundation Business Journal readers are invited to call (800) 446-8836 or visit the group's Web site at [www.theunforgettables.com](http://www.theunforgettables.com)

mal training skills to go in there and make the competitors business your own. When you do, you may find yourself turning even tough old tigers into happy pussycats!

Reach Dan Stockdale at <http://www.danstockdale>

SUBSCRIBE TO THE  
INLAND EMPIRE  
business journal  
SEE PAGE 13 FOR DETAILS

## REAL ESTATE NOTES

The Inland Empire continues to be one of the strongest industrial markets across the country, both in terms of the total amount of new construction as well as size of individual projects. Even so, strong demand has kept the vacancy rate at all-time lows. According to the latest figures from Grubb & Ellis, there was 21.3 million square footage of industrial space under construction in the third quarter in the Inland Empire, up 12 percent from a year ago. Developers, looking to accommodate modern logistics operations, are building larger and larger projects. And the Inland Empire is on the leading edge of this trend. Nationally, there were 57 warehouse projects greater than 500,000 square footage under construction at mid-year. Of this total 14 were in the Inland Empire, per the latest survey from G&E.

Some of the latest real estate activities in the Inland Empire are as follows: **Empire Commercial Real Estate**, a business unit of The Empire Companies, announced today the sale of eight self-storage facilities. This represents the sale of more than 500,000 square feet of self-storage space. All of the self-storage facilities are located in the Inland Empire. They were purchased by **Union Development Corporation** of Cerritos, CA. **UDC** is a real estate-operating company that is owned by Angelo, Gordon & Company, a New York-based private equity fund, Barker Pacific Group, a Los Angeles-based real estate operator and its private equity fund, Hamilton Capital Partners.....**Sperry Van Ness** has completed the sale of **Yorba Riverside Plaza**, a 7,343-sq.-ft. retail center to Upland-based **The Otte Trust** for \$2.24 million. The property is located at 4702 Riverside Drive in Chino.....**Marcus & Millichap Real Estate Investment** announced the sale of **Alpine Center in Ontario**. This shopping strip commanded a sales price of \$2,100,000. **Alpine Center** is located at 1111-1143 Grove Avenue, Ontario. There is an approximately 6,400 sq. ft. vacant office space available to be leased out.....**Marcus & Millichap Real Estate Investment** also announced the sale of a 12 unit apartment community in Montclair for a sales price of \$1,370,000. **Alexander Garcia** marketed the property and **David Doughty** and **Doug McCauley** represented the buyer. The property is located at 5162 San Bernardino Rd. in Montclair.....**Amstar Group**, out of Denver, and Orange County-based **Kaliber Group** have formed a joint venture to develop 750,000 sq. ft. of office and warehouse/distribution industrial space on 54.4 acres in Riverside County. The new venture hopes to break ground within 24 months. The \$100 mil development, tentatively called **Alessandro Commerce Centre**, will feature multi-story Class A office space as well as state-of-the-art industrial buildings. It is located along Alessandro Boulevard off of I-215.....**PRP** ing along  
continued on page 29



PIZZA MOGUL...

*continued from page 6*

who founded Domino's Pizza), for baseball was a sport that he had played as a youth. However, under his ownership, the Tigers have logged losing records in 12 out of 13 seasons. In 2006, the Tigers made the playoffs for the first time in 19 years under the legendary Jim Leyland. *Forbes Magazine* ranked the Tigers #22 out of 30 teams on its 2005 list of most valuable teams. The Tigers' franchise is highly leveraged, with only two other teams carrying higher debt to value ratios on their ledgers.

Ilitch moved the struggling team from Tiger Stadium (which was built in 1912) into newly-built Comerica Park. He financed approximately 50% of the \$350 million facility and the taxpayers of the greater Detroit-Wayne County, along with federal grants, covered the balance. Various Ilitch Holdings, Inc. enterprises manage and operate Comerica Park and its concessions. In 2005, the Detroit Tigers hosted MLB's 76th All-Star Game at Comerica Park. All-Star Week in Detroit produced the highest grossing revenue in the history of the All-Star Game. However, although his previous Tigers' teams did not enjoy much success, enduring 12 straight losing seasons, the 2006

Tigers made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series, which they lost to the St. Louis Cardinals.

Ilitch was one of the early team owners in the Arena Football League, starting up the Detroit Drive in 1988, somewhat as a filler team for summer dates in the Joe Louis Arena, although Little Caesars was also one of the major sponsors of the AFL during the time Ilitch owned the Drive. The Drive was one of the most successful teams in the early days of the AFL, both on and off the field. They generally had strong attendance (although much of that was due to discounted or giveaway tickets), and the Drive was in the Arena Bowl in every year of their six-year existence, going 4-2 in the title games. After Ilitch bought the Tigers in 1993, he decided he didn't want to own another franchise that would take away fans from the Tigers, so he sold the team off and they moved to Worcester, Massachusetts.

Some critics have stated that Ilitch was unwilling to spend money on both of his franchises, allegedly favoring the Red Wings. This claim is supported by the fact that the Tigers started to spend real free agent



**Little Caesars®**

Mike & Marian Ilitch own more than 2,000 Little Caesars

money only during the 2004-05 NHL lockout. Others state that he is out of his depth as a baseball owner, a claim supported by the fact that he held on to General Manager Randy Smith for so long. Smith was the GM who acquired the players on the 2003 Tigers, which set the American League record for the most losses in one season (119). Another opinion is that he didn't even try to field a competitive team during the Red Wings glory years.

However, although his previous Tigers' teams did not enjoy much success, enduring 12 straight losing seasons, the 2006 Tigers made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series.

Mike Ilitch was inducted into the Hockey Hall of Fame in 2003 as well as the United States Hockey Hall of Fame in 2004.

In Stanley Cup history, only eight women have had their names engraved on the trophy; Marian and

their three daughters have each had their names engraved on the cup three times.

Ilitch Charities for Children (ICC) is a charitable foundation established by the Ilitch family. Among other things, the ICC sponsors Little Caesars AAA Hockey Scholarship to encourage amateur sports.

Marian and Mike Ilitch have seven children: son, Christopher Ilitch, (born June 1965) is CEO and president of Ilitch Holdings, Inc.; daughter, Denise Ilitch (born November 1955) is an attorney. Other children are Ron Ilitch; Michael Ilitch, Jr.; Lisa Ilitch Murray; Atanas Ilitch; and Carole Ilitch Trepeck.

It has been reported that there is no apparent heir to either the Little Caesars' business, Motor City or the sports' teams. In fact they have hired an estate-planning consultant. There is no telling how this may affect the Barstow casino project. Still Ilitch insists, "This will remain a family business. We are not planning on selling anything."

Immigration...

*continued from page 8*

officials most likely to encounter illegal aliens. Local residents are the crime victims of these aliens. Local, county, or state jails house many of the foreign criminals. Local, county, and municipal justice systems try these law-breakers. And local, county, and state taxpayers pay the costs of law enforcement and criminal justice associated with the crimes that immigrants, legal and illegal, commit.

Figures for 1999 State Criminal Alien Assistance Program compensation show claims of \$1.5 billion in documented costs incurred by state corrections and local jails for covered aliens. County governments face a special burden, a 2001 report by 24 Southwestern

border counties calculated. They spent, from general funds, \$894 million on law enforcement and criminal justice in fiscal year 1999. Many of the costs that criminal aliens impose on all state, county, and municipal jurisdictions are not represented in such figures. To cite just one California example, San Diego now spends \$50 million a year to handle illegal criminal aliens.

The underworld network built up by millions of alien law-breakers, who by and large have no fear of capture or of being held accountable, enabled the Sept. 11 terrorists to operate undetected. Latino illegal aliens in Northern Virginia helpfully showed several of the terrorists the ropes on how to secure Virginia driver's licenses fraudulently.

The advancement of "political correctness" and multiculturalism has caused politicians to be less willing to challenge limitations on their authority over resources. Local and state politicians in heavy immigrant-receiving areas have instead expanded immigrant eligibility for public benefits, welfare, assistance programs, health care programs for those without private insurance, and driver's and other licenses. Some states and localities have begun to accept the Mexican matricula consular ID card, though it has been determined to pose a great risk to U.S. national security. Even before the recently reported crossing of 25 Chechens into Arizona, authorities knew that the illegal aliens pose a national security problem.

Dealing with current levels

and quality of legal immigration is an immense problem by itself. But it is clear that until alien criminality of every kind is punished, swiftly and surely, Americans who must live with the consequences will continue to suffer higher taxes, lower quality of life, higher threat and fear levels, and less actual safety.

*James R. Edwards, Jr., a 1998 Lincoln Fellow with the Claremont Institute, is also an adjunct fellow with the Hudson Institute and coauthor of "The Congressional Politics of Immigration Reform (1999)."*

FLEET AUTOMOTIVE DEALERSHIPS  
IN THE INLAND EMPIRE

CAR DEALERS	ADDRESS	CONTACT	PHONE/FAX #
Acura Metro	9399 Autoplex St., Montclair, CA	John Jomehri	(909) 626-6000/447-6167
Acura of Riverside	80001 Auto Dr., Riverside, CA	Marti Callow	(951) 785-6600/785-6874
Affordable RV	1510 Auto Center Dr. #B, Ontario, CA	Robert Chavev	(909) 390-7070/456-2870
Alvarez Jaguar Lincoln Mercury	8051 Auto Dr., Riverside, CA	Ramon Alvarez	(951) 687-1212/687-1288
American RV Expo	908 RV Center Dr., Colton, CA		(909) 872-8000/872-0193
B&G Auto Sales	1630 W. Valley, Colton, CA	Manny Leon	(909) 825-1173/825-1249
BMW of Riverside	3060 Adams Street, Riverside, CA	Tom Naso	(951) 785-4444/352-5775
Bosch Kia	10025 Sierra Avenue, Fontana, CA	Katie Barr	(909) 822-3300/822-4422
Bosch Auto Group	2683 Wardlow Rd., Corona, CA	David Akbar	(951) 817-9500/817-9400
Cadillac Sales & Service	8201 Auto Dr., Riverside, CA	Woody Dutton	(951) 687-2020/689-6503
Caliber Pontiac Mazda	2000 Hamner Avenue, Norco, CA	Jeff Mazda	(951) 734-1555/701-734-1572
Center Chevrolet	1355 E Street, San Bernardino, CA	Cindy Cross	(909) 889-8561/889-6162
Chino Hills Ford	4480 Chino Hills Prkwy, Chino, CA	Clint Samuel	(909) 393-9331/393-9368
Chino Valley Motors	14740 Ramona Avenue, Chino, CA	Travis Hall	(909) 393-0103/597-2982
Chrysler Jeep Dodge	25 Rio Rancho Rd., Pomona, CA	Steve Morrison	(909) 620-7370/623-0616
Citrus Motors Ford	1375 S. Wooruff Way, Ontario, CA	Gilbert Canary/Dennis A. Shannon, Jr.	(909) 390-0930/390-0983
Clairston Auto Sales	5334 Holt Blvd., Montclair, CA	Ken Hairston	(909) 621-9522/621-9221
Clippinger Chevrolet	Upland, CA	Ahmad Nasri	(909) 946-9200/626-915-3262
Corona Chevrolet	2550 Wardlow Rd., Corona, CA	Tim Park	(951) 737-6442/273-9123
Corona Nissan	2575 Wardlow Rd., Corona, CA	Tim Hutcherson	(951) 735-3360/281-2627
Corona Volkswagen	2603 Wardlow Rd., Corona, CA	Harris Ruderman	(951) 279-1220/736-0861
Crest Chevrolet	909 W. 21st Street, San Bernardino, CA	Robert Bader	(909) 883-8833/886-4418
Crown Lexus	1201 Kettering Drive, Ontario, CA	Step Jones	(909) 390-9800/390-9806
Crown Toyota	1201 Kettering Drive, Ontario, CA	Danny Zendejas	(909) 390-9700/380-9741
Suzuki Isuzu World	1251 Auto Center Drive, Ontario, CA		(909) 937-6110/597-2982
Don's Auto Center	16282 Valley Blvd., Fontana, CA	Butch Palmese	(909) 829-1900/829-3099
Dutton Motor Company	8201 Auto Drive, Riverside, CA	Woody Dutton	(951) 687-2020/689-6503
Empire Nissan	1377 Kettering Loop, Ontario, CA	James Rocco	(909) 390-9977/390-0209
Ontario Volvo	1300 Auto Center Drive, Ontario, CA	Earl Reed	(909) 605-5800/605-5819
Ford of Upland	555 W. Foothill Blvd., Upland, CA	Mike Sheridan	(909) 946-5555/946-1899
Frahm Dodge	1983 Hamner Avenue, Norco, CA	Dan Updyke	(951) 272-3110/738-0422
Freeway Lincoln-Mercury	1600 Camino Real, San Bernardino, CA	Chuck McVay	(909) 889-3514/381-2554
Fritts Ford	8000 Auto Center Drive, Riverside, CA	Chuck Catero	(951) 687-2121/354-8174
Giant RV	9150 Benito Street, Montclair, CA	Frankie Barouti	(909) 981-0444/510-6162
Griner Auto Plaza Pontiac-GMC	14380 Amarogosa, Victorville, CA	Juergen Buescher, GM	(760) 245-3451/245-3029
Hemborg Ford	1900 Hamner Avenue, Norco, CA	Tor Hemborg	(951) 737-6151/898-3462
High Desert-Kia	13529 Ramona Avenue, Victorville, CA	David Choi	(760) 241-0259/952-9586
Hibbard Chevrolet	191 S. Indian Hills Blvd., Claremont, CA	Jim Hibbard	(909) 624-4541/626-2841
Honda Cars of Corona	1080 Pomona Rd., Corona, CA	Bill Vazac	(951) 734-8400/273-2011
Honda Yamaha of Redlands	1215 E. Redlands Blvd., Redlands, CA	Greg Jellerson	(909) 793-2833/793-2474
Infiniti of Montclair	9440 Autoplex Drive, Montclair, CA	Cordy Cerami, GM	(909) 625-8990/625-4007
Infiniti of Riverside	3040 Adams Street, Riverside, CA	Bill Stephens	(951) 324-8282/324-8383
Jeep Chrysler of Ontario	1202 Auto Center Drive, Ontario, CA	Mike Sego	(909) 390-9898/390-5420



## BUSINESS PLANNING

## Charting Your Course to Success

by Bob Garrow

Successful pirates always had a plan, which they had committed to follow. The existence of a plan did not guarantee success, but pirates who had not committed wholeheartedly to a plan had little chance of succeeding.

The same is true today. We have to chart, then stick to, a course that will build our success. The unexpected happens. We may be diverted off course by sudden storms, but the stronger our commitment to our plan, the quicker we get back on course and continue our journey to success.

It is the planning process, rather than the plan itself that is most important. The pirate planning process involved three steps:

## Step #1: Build Commitment

Everything else being equal, commitment wins every time. The business planning process is a valuable, but all too often overlooked opportunity to build commitment. Early pirates were an unruly, quarrelsome and lazy bunch. They quickly learned that they got nowhere, until they had generated a solid commitment to work together to steal and share treasures!

Pirate captains were the first to discover that people best implemented decisions that they helped to make. Bearing this in mind, pirates made a point of "getting everyone on board" before sailing, by discussing and voting on the following key factors:

- Where they would sail.
- Their rules of conduct.
- How they would divide any and all treasures to be found.

With agreement on these points, pirates elected their captain and held them accountable for following their plan.

The pirate practice of "getting everyone on board" before sailing is still a great idea. People today, like the pirates of yesteryear, best implement decisions that they helped to make.

Furthermore, involving your colleagues in your planning sessions will lead to better decisions. Two heads are better than one; three are better than two, especially when they bring different perspectives to the issues to be dealt with and the decisions to be made.

In larger organizations, senior management will usually develop its purpose, objectives and corporate strategies. The next step, but one that is often overlooked, is to then assign responsibilities and accountabilities throughout the organization. Each team at every level is asked to develop its own game plan for achieving its goals, which in turn dovetail into the corporate goals. Properly done, this process will strengthen the sense of ownership of, and commitment to, decisions made.

## Step #2: Discover Your Best Opportunities

Pirates found that the world's oceans were huge, that they would rapidly wear out their sails and rigging, and go a long time between captured treasures, if they chose to chase ships all over the world. To succeed, they had to choose what areas of the world's oceans to cover in their pursuit of treasures.

It was true of pirates and it's still true today. You cannot be all things to all people and need to focus on what we do best as part of

our business planning process. This involves two steps.

Firstly, review your core skills (what you like doing, do best, and do on a daily basis, that is of benefit to your targeted customers).

Secondly, identify your best marketplace opportunities. Start with emerging future opportunities and threats that you need to consider in your decision-making. Match up emerging opportunities with your core skills. Where do you see your best fits? Pick your most promising one or two opportunities. Proceed to develop a game plan to successfully develop and serve those markets.

## Step #3: Innovate to Succeed

Only a very small percentage of businesses make a lot of money. Most businesses fall into the trap of matching competitive pricing that squeezes profit margins. Faced with such intense competition, pirates would innovate sufficiently to outsmart their opponents or sail away to find another situation where they could be successful. What they would never do is stay in a situation where they could not thrive.

Today's leaders have similar choices. They can craft innovative strategies to serve customers so well that they leave their competitors behind, or find new and more profitable markets to serve.

While competition was not a big factor for pirates, battles at sea were. Such battles were extremely risky. Any ship could be hit and sunk by a few lucky shots. To avoid battles, successful pirates became innovators, appearing when and where least expected to capture ships without fighting.

Whether the challenge is intense price competition, or the need to avoid battles at sea, the solution is usually found through innovative thinking. In each case, what is needed is a unique game plan that opponents cannot quickly respond to successfully. Having generated a head start, the best innovators continue to innovate, leaving competitors to continually play catch up.

To maximize your crew's innovative thinking capacity do the following:

- Move your business planning session off site. Rent a meeting room, or someone else's boardroom.
- Allow time for people to shift their way of thinking away from their own position in the company to look at issues from a purely corporate perspective.
- Provide adequate time for discussions.
- Bring in a skilled facilitator who can energize your sessions, stimulate innovative ideas and manage discussions.
- Listen proactively to each and every suggestion. Strive to truly understand the possibilities behind each suggestion before ever rejecting any idea.
- Generate humour and comic relieve to keep the energy level high and the innovative thinking flowing.

## Wrap Up

Shiver me timbers mates, learn to plan like pirates. Build greater commitment through shared decision making. Focus on your best opportunities. Innovate to create bold, successful strategies. Then set sail for your best year ever.

Bob can be reached at [info@pirateleadership.com](mailto:info@pirateleadership.com)

## REAL ESTATE NOTES

continued from page 25

with an adjacent three-story, 300-unit parking structure.....**Kearney Real Estate Company** has acquired **Redlands Industrial Centre**, a three-building, 585,000 sq. ft. industrial development located on San Bernardino and Almond Avenues in Redlands. It was sold for \$39.5 million (\$68/sf) by a joint venture of **Borstein Enterprises** and **Alameda 24th Street LLC**.....In other sale news from the region, **Systems Material Handling Company** purchased a 53,700-sq.-ft. industrial building at 3519 Grapevine Street in Mira Loma for \$5.16 million (\$96/sf). The buyer, a distributor of forklifts, plans to relocate their California distribution facility from Rancho Cucamonga to the Mira Loma building. The property was sold by **Grapevine Street Mira Loma Properties LLC**.....In the Coachella Valley town of Cathedral City, a CA-based investment group paid \$2.55 million for **Cathedral Canyon Plaza**, a 23,200 sq. ft. (\$110/sf) office property on 1.53 acres at 68487 Palm Canyon Drive along the Highway 111/Palm Canyon Drive main thoroughfare.

*This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentv.com. For more commercial real estate information from around California, go to [www.rentv.com](http://www.rentv.com)*

## Los Cabos

continued from page 43

the party. This city was unrecognizable from the city visited during my college years. The Hotel Finisterra, which was always a standout and a landmark, was now unrecognizable and faded in with the surrounding hotels and homes.

Just a two-hour flight from LAX airport, Los Cabos attracts a lot of people from Southern California. I met a young couple on their honeymoon, a family of multi-generations gathering for a reunion, and a girl drinking her way through a very rowdy 21st birthday. And although I didn't meet anyone traveling for business, the resorts are fully equipped to accommodate small to large business travelers. The Westin has nearly 12,000 square feet of

indoor function space, as well as an outdoor event area. The Sheraton has 18,018 square feet of function space. In fact, the Sheraton was preparing for a large Porsche conference, in which the entire resort was booked. Either resort should be considered when planning a business event or personal getaway because with, remember, only six days of rain, you are nearly guaranteed that you'll have a sunny time and a sunny vacation.

For reservations, call: The Westin Resort & Spa, Los Cabos: (800) WESTIN-1 or visit [www.westin.com/loscabos](http://www.westin.com/loscabos)

The Sheraton Hacienda del Mar Resort & Spa: (800) 325-3535 or visit [www.sheraton-loscabos.com](http://www.sheraton-loscabos.com)

## Workers' Comp...

continued from page 14

addressed the denial of care issue by providing for a new administrative penalty of up to \$400,000 for insurers or employers that were systematically withholding appropriate treatment. Regulations allowing the Division of Workers' Compensation to levy fines are close to being finalized.

## Independent Medical Review (IMR):

If the administrative penalties are not sufficient to deal with a documented denial of care problem, the state should consider adopting an independent medical review system for medical care disputes. My original bill had an independent medical review component similar to the system used by most medical plans today. Unfortunately, that provision was stricken during negotiations. An effective IMR could expedite medical review and eliminate many of the legal medical claims pending in the system today.

## Permanent Disability (PD) System

During the 2006 Legislative session, the Legislature passed SB 815 (Perata) which would have increased the PD schedule on a partisan vote. Despite the governor's veto, legislative efforts to alter the PD schedule are expected to continue.

## Background on PD System:

Prior to April 2004, California's disability system was arbitrary and subjective, resulting in workers with similar injuries being granted vastly different awards. SB 899 standardized impairment ratings by requiring the use of the American Medical Association impairment guidelines.

continued on page 39



The Unforgettables Foundation assists families that have limited resources to arrange a dignified, respected burial for a child as a result of an illness or accident.

The Circle of Light Society is a group of individuals and companies who generously give \$1,000 annually to help support child burials in the Inland Empire.

Open your heart and support our mission by learning more about The Unforgettables Foundation's new Circle of Light Society and other community outreach.

P.O. BOX 8754  
Redlands CA 92375  
Non-profit tax ID#33-0885478

[www.theunforgettables.com](http://www.theunforgettables.com)



**GABRIEL ENVIRONMENTAL SERVICES**  
Reliable & Timely Service Nationwide  
**866-4-PHASE I • 951-545-0250**  
[www.gabriel-environmental.com](http://www.gabriel-environmental.com)

• Phase I • Phase II • Phase III • Asbestos • Mold • Lead



## SALES

## Jumping Through Hoops:

Train Your Customers to Think Of You First!

by Dan Stockdale

Tigers don't jump through rings of fire in the wild, but when they're properly trained, they do so willingly, even happily. Why? Because day-by-day, animal trainers build a program around every behavior they want to get out of an animal. When they develop the training program, they break it into manageable pieces, each building toward a goal of creating a lasting relationship with the animal. Without this relationship, and the patient approach to each step along the way, the animal will balk and not perform, possibly even withdraw or become unhealthy.

In sales, you can train your customers by building a relationship that will ultimately yield tremendous rewards. If you don't train them, your customers may forget you're out there and go instead to your competition, even if they were happy with you and the service you provided. They simply won't even think of talking to you about their current needs. That's why you need to develop a level of familiarity and presence that makes you unforgettable, even indispensable.

Generate more sales by using this plan to train your customers to always think of you first.

## Build a Relationship

Animal trainers spend two to three hours a day building the relationship with the animal they're training. This time is essential to building trust. Trainers make contact of some sort that the animal especially loves, from playing fetch with a dog to rubbing the belly of an affection-loving monkey. They determine as the relationship grows how best to give each animal the attention he or she needs.

Though it's probably best if you don't rub your customers bellies every day, you can rather easily make yourself a more valuable resource to all of your customers by determining what will give added value to each. Find a way to build your relationship with each of them, such as regularly passing along information via e-mail, even on a daily basis, that will benefit the customer. Relationship-building activities keep you in the forefront of customers' minds, and while these activities won't necessarily be immediately income-producing, they will have a positive impact down the road when the customer thinks of you and the value you added to routine service.

## Impress With Consistency

Animals, like children and many adults, need routine to feel secure and trusting. Trainers behave predictably so as not to frighten, confuse, or upset the animal. From a sales standpoint, you need to be consistent with your customers, so they know what to expect from you and how much they can depend on you. For example, you should always return their calls within an hour or two of their leaving a message, not three days later.

If you have this professional approach, and you consistently deliver what your customers want without being asked, you'll be the first one they think of because you have made yourself indispensable. In other words, they'll use you consistently if you behave consistently and consistently produce good results for them, even if they're not officially your customer.

## Recognize and Meet Individual Needs

Part of building a relationship with an animal involves knowing what its needs are. For example, one primate may love vegetables and despise fruit, while another won't touch his veggies but can't get enough bananas and apples. Customers also have needs, and they do business with you because you can meet, anticipate, and predictably fulfill those needs. The human equivalents of those picky primates might be those customers who insist on being able to place their orders online, while others want nothing

to do with computers and need to be able to pick up the phone, day or night, to order what they want.

To meet your customers' needs, you must take the time to get to know each individual. Your familiarity with them will help you discern what their particular needs are, thus allowing you to better meet them.

Don't limit the lengths to which you're willing to go to accommodate your customers. If it's not illegal, immoral, or unethical, do it. If anyone in your organization complains that you're favoring a client for whom you're going a bit out of your way, explain that you're not giving preferential treatment so much as you're meeting one particular customer's different needs, and that you're committed to meeting all needs equally.

## Learn From Your Tigers

Tigers are solitary and territorial animals. They don't want to be around each other, so getting two to lie down side by side in a circus act, for example, can be a huge feat. Trainers have to learn which ones are more likely to remain friendly to another tiger by learning their individual preferences.

As you learn your customers' needs, learn as much as you can about the intricacies of their business, the individuals on their staff, and their roles and relationships within the organization. Especially if you're selling to different industries, be willing to go into their businesses and learn the idiosyncrasies of the industrial manufacturer, the habits of the healthcare facility, and the quirks of the cleaning supply company. Pick up every detail you possibly can that will help you build that relationship and show you how to better serve those customers. The payoff is that you begin to look like one of them, and they perceive you as being a part of their internal team, which is what you really want, as opposed to being perceived as a salesperson who just comes in to make a sale.

## Become a Resource

When trainers have developed a relationship with the animals they train, the animals become completely dependent on them for everything; the trainer is the animal's sole resource for most primary and secondary needs, such as food, shelter, and even companionship.

To train your customers to think of you first, every time, you must seek to become a full-service resource, as hands-on as you can manage to be. At that point, you'll achieve the coveted top of the mind status that will bring them to you again and again. If you can demonstrate that you are able to meet all of their needs, you'll be the first person they think of when they have a new need that you can either meet or give them a referral to someone who can.

If you're in real estate sales, for example, don't limit your client contact to just selling them property. Extend yourself to meet all of their real estate needs by sending someone from your office to make a presentation to the planning commission, or to track down permits. A simple rule of thumb is to always go above and beyond what your competition is doing to provide services for the customer. Do more and you'll find you'll obtain coveted word-of-mouth advertising, the very best kind, as your happy clients send their friends and colleagues directly to you.

## Build Your Menagerie With Your Competition's Clients, Too!

If you train your customers to think of you first, they won't give a thought to you

continued on page 25

## MANAGER'S BOOKSHELF

## "Sell Your Business Your Way: Getting Out, Getting Rich, and Getting On With Your Life,"

by Rick Rickertsen with Robert Gunther;

Amacom, New York,

New York; 2006; 302 pages \$27.95.

The business you own is like your baby. Whether you bought it or created it out of the proverbial blood, sweat, toil and tears, you built it from ground zero to a point you hardly dared imagine when you started. Now you're ready to move on. It doesn't make any difference why. The reasons can be anything from the desire to scratch an emotional itch to be at the cutting edge of a new business once more to satisfying the desire to live life at a less frantic pace.

Whether your goal is getting into a new business or leaving the business world behind, author Rickertsen makes the point that, unless your business has made you wealthy, funding your dreams will primarily rely on the money you generate from its sale.

It may seem simple enough, but Rickertsen's central point is that the process of selling your business is far more complex than most business owners believe. Worst of all, even the best deals can fall apart in a heartbeat after months of negotiating. He puts it this way: "The sales process also brings with it many moments of truth along the way — times when you have to make tough decisions or when things fall apart or come together. Selling a business is not a simple process. It involves deep soul searching and enormous complexity. It involves many players and many moving parts. There is a lot that can go wrong, and there is no better feeling than when it all comes together. As in building the business, there is a fair measure of skill involved, as well as a healthy dose of luck. But I also believe that with thorough preparation and foresight, you can create your own luck."

The author initially suggests a series of questions that prospective sellers ask of themselves. First and foremost among these is, "Why are you selling?" This is quickly followed by "What do you want out of the deal?" These two questions are supplemented by a third, "Who do you think will buy?"

Sometimes the answers to these questions are obvious. According to Rickertsen, this doesn't make the selling process any easier. One of the most interesting suggestions the author makes covers two of the clearest situations: selling to your children or other family members and selling to your current employees (usually called an Employee Stock Option Plan or ESOP). Rickertsen suggests creating an advisory board to help put the deal through. He comments: "One of the best ways to maintain some perspective on the business and keep family issues from dominating it is to create an advisory board stocked with outsiders. A good board with expertise in key areas can be a great way to test ideas and keep the operation and governance professional."

"...You don't need to be a public company to benefit from the advice of a board. You will need to compensate your board members, but it will generally be worth every penny. If your only advisory board is other family members, you will never be able to step back from the business to see family issues that need to be addressed for the company to prosper. Outside directors can play a vital role in offering this sense of perspective."

"Sell Your Business..." is well thought out and clearly written. It is certainly an excellent primer on a subject that all successful business owners will wind up considering. The author has extensive first-hand experience on the subject, as well as knowing the type of

attorney, accountant, bankers, and other businesspeople to consult.

As you might expect from any good "how-to" resource book, about 25 percent of it consists of appendices of checklists, self-questionnaires, and organizations (accountants, law firms, business brokers, investment bankers, and many more that might be invaluable resources for anyone seeking to sell his or her business. There's even a chapter on what to do after you've closed the deal. In short, "Sell Your Business Your Way" offers a banquet of ideas for the price of a good dinner.

-- Henry Holtzman

## Bestselling Business Books

Here are the current top 10 bestselling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...\$25.95) (1)\* Why you shouldn't accept the official version of anything.
2. "The Long Tail: Why the Future of Business Is Selling Less of More," by Chris Anderson (Hyperion...\$24.95) (5) Why a growing number of products are generating unending sales.
3. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (Pearson Education...\$19.99) (2) Sales guru offers answers to sales questions.
4. "Death by Meeting: A Leadership Fable About Solving the Most Painful Problem in Business," by Patrick Lencioni (John Wiley & Sons...\$22.95) (4) Why meetings should have a purpose beyond getting together.
5. "The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux...\$27.50) (3) Why business globalization has arrived and is likely to stay.
6. "The Five Dysfunctions of A Team: A Leadership Fable," by Patrick M. Lencioni (John Wiley & Sons...\$22.95) (7) Common problems that prevent teams from working together.
7. "Crucial Conversations: Tools for Talking When Stakes Are High," by Kerry Patterson, Joseph Grenny, Al Switzler, & Ron McMillan (McGraw-Hill...\$16.95) (8) Why open discussions in difficult situations are essential.
8. "Good to Great," by Jim Collins (HarperCollins...\$27.50) (9) Climbing the steps from being good to being great.
9. "Execution: The Discipline of Getting Things Done," by Larry Bossidy & Ram Charan...(Crown Publishing...\$27.50)(8) The key to transforming dreams into reality.
10. "Secrets of the Millionaire Mind: Mastering the Inner Game of Wealth," by T. Harv Eker (HarperCollins...\$19.95) (10) The missing link between wanting wealth and achieving it.

\*(1) -- Indicates a book's previous position on the list.

\*\* -- Indicates a book's first appearance on the list.

\*\*\* -- Book previously on the list is on the list once again.



# Apartment Quarterly Update

by Marcus & Millichap

## CONSTRUCTION KEEPING PACE WITH RENTER DEMAND IN RIVERSIDE

The Inland Empire economy has slowed from the robust growth recorded in recent years, but the local apartment market remains strong and continues to attract investor interest. The area is forecast to register moderate population and employment increases while home prices, which have accelerated rapidly in recent years, will once again outpace income growth, further supporting renter demand for apartment properties. A combi-

nation of higher home prices and rising mortgage rates will result in further widening of the gap between mortgage payments and average rents. As a result, owners continue to increase asking rents and withdraw concessions, despite a recent uptick in vacancy. Developers ramped up activity in 2005 and will once again bring a significant number of new units to the market, particularly in the University City submarket. The result will be

stable vacancy in 2006, while marketwide rents will increase more than 6 percent.

Rising prices and the corresponding decline in cap rates during the last quarter have caused sales velocity to slow, resulting in a buildup of inventory. Although the fundamentals of the local apartment market remain strong, cap rates have begun to reach a normalized rate in the high-5 percent to low-6 percent range. Institutional buyers,

looking for an alternative to high-priced coastal cities, are accounting for an increasing amount of investment activity. Rapidly expanding areas such as the High Desert and Coachella Valley continue to attract investor interest, while buyers may want to investigate opportunities in the Southwest Riverside County submarket, where the cities of Temecula and Murietta recently approved plans for each city's first condo conversions.

## 2006 ANNUAL APARTMENT FORECAST



**Employment:** Employers are forecast to add 12,200 positions in 2006, a 1 percent increase, but down from the 44,000 positions added in 2005. Job growth will continue to be concentrated in the professional and business services, and trade, transportation and utilities sectors.



**Construction:** Local developers will complete 3,350 units in 2006, after bringing 4,300 units online in 2005. Although deliveries are declining, construction is up considerably from the annual average of 1,900 units brought online during the past five years.

### ECONOMY

- Inland Empire employers added 8,100 jobs in the first half of the year, an increase of 0.6 percent. Growth is slowing considerably, however, as only 1,200 positions are forecast to be added in the third quarter.
- Employment growth is being driven almost entirely by the professional and business services, and trade, transportation and utilities sectors, the metro's largest employers. These two sectors have accounted for nearly 60 percent of jobs created in the metro over the past 12 months, adding 14,600 positions.

- Big-box retailers are expanding rapidly in Hesperia, with five major commercial projects along Main Street and I-15 under way. More than 1,000 permanent jobs will be added as a result.

♦ Marcus & Millichap



**Vacancy:** While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year-end 2005.



**Asking Rents:** The delivery of new Class A units is contributing to marketwide rent growth. In 2006, asking rents are forecast to increase 6.5 percent to \$1,039 per month, while effective rents will gain 6.3 percent to \$1,012 per month.

- **Outlook:** Employers are forecast to add 12,200 positions in 2006, a 1 percent increase, but down from the 44,000 positions added in 2005. Job growth will continue to be concentrated in the professional and business services, and trade, transportation and utilities sectors.

### HOUSING AND DEMOGRAPHICS

- Permit activity cooled in the second quarter, as single-family permits totaled an annualized 37,500 units, down 20 percent from one year ago, and multi-family permits declined 5 percent from last year. This represents the third consecutive quarter of housing permit declines.
- The median home price gained 3.3 percent in the first half of the year and is up 13 percent in the past 12 months to \$411,000. Meanwhile, incomes have risen 1.3 percent during the past six months and 4.1 percent over the past year.

continued on page 37

## Your "Back Burner" Business Resolutions

DO YOU HAVE A "BACK BURNER" LIST OF BUSINESS CONCERNS YOU KEEP PUTTING OFF? TY FREYVOGEL, FOUNDER OF ENTREPRENEURSLAB.COM SAYS YEAR'S END IS THE BEST TIME TO DEAL WITH THEM

by Ty Freyvogel

Here are 15 things to get cooking on before 2007 rolls around:

If you're like most business owners, you've got a huge list of "todos" that stay perpetually on the back burner. You know, like fixing the filing system that currently consists of two piles labeled (at least in your mind) "Hot" and "Procrastinate." Or addressing that long-neglected employee problem. Or bringing your embarrassingly outmoded Website up-to-date. According to entrepreneurial expert Ty Freyvogel, now's the time to tackle that back burner list with a vengeance: leaving your business problems behind in 2006 is the best way to start 2007 off with a clean slate.

"There's something psychologically satisfying about starting a new year unencumbered by old issues," says Freyvogel, founder of EntrepreneursLab.com. "I advise business owners to set aside several days toward the end of 2006 to address those issues that usually get crowded out by the day-to-day problems. Things are usually slower in December, anyway, so it's a good time to start purging your back burner list. Do it, and you will be surprised about how much more smoothly your company will run next year."

If you're feeling overwhelmed, take a deep breath. Freyvogel has put together a checklist of items that every business should take a look at now to ensure they won't be greeting the same problems in 2007. Here it is:

### Review all your systems from top to bottom.

Carefully examine what is working and what isn't. Decide where the problems are and figure out what can be fixed. You might be able to fix them yourself, or you might need outside guidance. Maybe you need a computer expert to help you use the technology more efficiently or maybe you need a financial expert to improve the way you do your books. "Whatever you do, don't assume anything," says Freyvogel. "Don't assume that just because you have had a certain system in place from day one that it is adding value to your business or your customers. A system review can be an eye-opening experience for business owners. They are usually surprised to find that their business has fallen into habits that are hindering them from being more successful."

### Review all vendor contracts.

Take a look at how much business you are doing with each vendor. Are you getting optimum pricing based on how much you are working together? Is the relationship mutually beneficial for you and for them? If not, don't be afraid to make a change. If you're happy with your vendors, on the other hand, take the time to tell them. "Let vendors know that you want to create a great relationship with them," says Freyvogel. "They will appreciate that you are taking the time to make sure that they are happy in the relationship, too. Let them know that you want to be their favorite customer!"

### Determine who your best customers are.

You may be surprised to find out that your best customers aren't who you think they are. Examine all your customers through a profitability lens. "When I do my end-of-year review, I am always surprised to see who my best customers really are," says Freyvogel. "Just because you always seem to be doing something for certain customers doesn't mean they're the most profitable. During my own end-of-year review, I often find that my needy customers and my most profitable customers

are two different groups. When I tell my employees about the distinction, they are always surprised. Of course, you should treat all customers well—but when you find out who your best ones are, you'll want to really give them the VIP treatment."

### Touch base with your best customers.

Be sure to tell them you appreciate their business and ask if there is anything you can improve on or do differently to help them grow their business. "I always like to send out an end-of-the-year letter to my customers," says Freyvogel. "It is a quick and easy way to let them know we care about their needs and to encourage them to give us constructive feedback."

### Hold annual performance reviews.

Discuss with your employees what they can do to help the company run more smoothly. Also, take the opportunity to find out what they feel most passionate about in their work, and ask if there is another part of the business in which they'd like to play a larger role. "I've always found that performance reviews are a great time to ask my employees, 'What can I do for you?'" says Freyvogel. "Their responses always surprise me. Sometimes they want something as simple as getting their chair fixed, and sometimes they request something that I simply can't do. Regardless, always be honest with them and take the time to listen to their concerns one-on-one."

### Engage your employees as partners.

The best people to help you solve problems, particularly those involving customers, are the ones who experience them on a daily basis.

continued on page 38

## 2007 BOOK OF 2007 LISTS

### GET A JUMP ON YOUR COMPETITION...

secure your space in the Inland Empire's  
premier reference tool  
**TODAY.**

Sponsorship Packages...\$6,000  
Full Page...\$3,750 • Half Page...\$2,750

For details, contact your account manager at

(909) 483-4700

**Inland Empire  
Business Journal**



# We Gift Wrap!



**1<sup>st</sup> CENTENNIAL BANK**  
A nice place to raise your business™  
FDIC

REDLANDS (909) 798-3611 or (888) 673-3236  
BREA (714) 990-8862  
PALM DESERT (760) 674-9260  
IRVINDALE (626) 815-0875  
TEMECULA (951) 695-4916  
ESCONDIDO (760) 745-9370 or (800) 745-9190  
www.1stcent.com



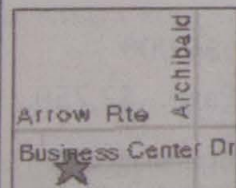
**EMPIRE IMAGING SOURCE**

Best Price ★ Highest Quality

**INK / TONER CARTRIDGES  
PRINTER REPAIRS**

All Major Brand ★ Inkjet / Laser Printer

Free Pick-Up & Delivery



9605 Business Center Dr / Ste. N  
Rancho Cucamonga, CA 91730  
Toll-Free (866) GOT-TONER  
Local (909) 948-8663  
Fax (909) 948-8610



» A DIVISION OF ALL COUNTIES COURIER

**messengerclub**

Southern California's

► **Business-to-Business Mail Specialists**

*What are you waiting for?  
Spending too much time on delivery issues?*

Let **Messenger Club** design a custom delivery solution—just for you! For your company's needs.

► **SERVICES INCLUDE:**

- Same Day Delivery
- Next Day Delivery
- Custom Delivery Systems
- Specials Service
- Inter Company Bag Exchanges
- Parcel Delivery

► **BENEFITS/FEATURES**

- One zone pricing throughout Southern California.
- Flexible pick-up times as late as 7:00 p.m.
- Guaranteed delivery times as early as 10:30 a.m.
- Real-time e-mail confirmations.
- Online order entry & tracking with personalized address books.
- Customized reporting and billing options.
- Volume discounts available.

**FAST.  
FLEXIBLE.  
RELIABLE.**

►► **Call: 800.413.0911**

Or visit [www.messengerclub.com](http://www.messengerclub.com) to start your Messenger Club service!

**GABRIEL ENVIRONMENTAL SERVICES**  
Reliable & Timely Service Nationwide  
**866-4-PHASE I • 951-545-0250**  
www.gabriel-environmental.com

- Phase I
- Phase II
- Phase III
- Asbestos
- Mold
- Lead

## RESTAURANT CLOSURES

San Bernadino County (within the last two months)

### Adelanto

JOHN ROWLAND'S AMVETS  
17960 Adelanto Rd.  
Date Closed: Oct. 23, 2006  
Reason for Closure: Other unsafe conditions due to fire damage

### Big Bear Lake

LOG CABIN RESTAURANT  
39976 Big Bear Blvd.  
Date Closed: Oct. 31, 2006  
Reason for Closure: Vermin infestation; unsafe food temperatures; insanitary conditions; other unsafe conditions; lack of a valid health permit

### Chino

SONORA MEXICAN FOOD  
11738 Central Ave.  
Date Closed: Oct. 18, 2006  
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions  
Date Reopened: Oct. 19, 2006

BOBA LOCA  
3277 Grand Ave.  
Date Closed: Sept. 26, 2006  
Reason for Closure: Lack of hot water  
Date Reopened: Sept. 27, 2006

### Chino Hills

HONG KONG EXPRESS  
15942 Los Cerranos Country Club.  
Date Closed: Oct. 20, 2006  
Reason for Closure: Lack of hot water; unsafe food temperatures; insanitary conditions; other unsafe conditions  
Date Reopened: Oct. 20, 2006  
Comments: Hot water restored

### Crestline

MCDONALD'S  
24078 Lake Drive.  
Date Closed: Oct. 5, 2006  
Reason for Closure: Lack of hot water  
Date Reopened: Oct. 5, 2006  
Comments: New water heater

installed and hot water returned to facility at 5:45 PM.

### Fontana

PESCADERIA MR. FISH  
16339 Arrow Blvd.  
Date Closed: August 1, 2006  
Reason for Closure: Lack of hot water  
Date Reopened: August 2, 2006  
Comments: Hot water restored.

### Hesperia

DE GARCIAS  
14343 Main St.  
Date Closed: Sept. 13, 2006  
Reason for Closure: Sewage contamination

LOS CACHETONES MEXICAN RESTAURANT  
7750 Palm Ave., Unit S  
Date Closed: Nov. 9, 2006  
Reason for Closure: Unsafe food temperatures; other unsafe conditions

KAY'S CAFE  
27245 Baseline St.  
Date Closed: Nov. 7, 2006  
Reason for Closure: Insanitary conditions; other unsafe conditions

SABROSO GRILL  
27141 Baseline St.  
Date Closed: Oct. 30, 2006  
Reason for Closure: Other unsafe conditions  
Date Reopened: Nov. 3, 2006  
Comments: Exhaust hood functional

### Montclair

LA CITA MEXICAN FOOD  
9863 Central Ave.  
Date Closed: Sept. 27, 2006  
Reason for Closure: Unsafe food temperatures; other unsafe conditions  
Date Reopened: Sept. 28, 2006

### Ontario

SAN ANTONIO MARKET  
1117 E. Holt Blvd.  
Date Closed: Nov. 8, 2006  
Reason for Closure: Other unsafe conditions  
Date Reopened: Nov. 13, 2006  
Comments: Food from unapproved source disposed of.

VILLA TOROS  
627 W. Holt Blvd.  
Date Closed: August 30, 2006  
Reason for Closure: Insanitary conditions; other unsafe conditions; vermin infestation  
Date Reopened: August 31, 2006

MARY'S MEXICAN FOOD  
1437 N. Mountain Ave.  
Date Closed: August 15, 2006  
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions; vermin infestation

PANDERIA JALLISCO  
1825 4th St.  
Date Closed: August 11, 2006  
Reason for Closure: Other unsafe conditions

### Rancho Cucamonga

ALBERTSONS DELI  
9775 Baseline  
Date Closed: Nov. 15, 2006  
Reason for Closure: Lack of hot water  
Date Reopened: Nov. 16, 2006  
Comments: Hot water restored

DEL TACO  
8055 Monet Ave.  
Date Closed: Oct. 31, 2006  
Reason for Closure: Lack of hot water  
Date Reopened: Oct. 31, 2006  
Comments: Critical violations corrected

PAPA JOHN'S PIZZA  
8710 19th St.  
Date Closed: Oct. 20, 2006  
Reason for Closure: Lack of hot water; unsafe food temperatures; insanitary conditions; other unsafe conditions  
Date Reopened: Oct. 20, 2006  
Comments: Critical violations corrected

ITOY ATIN  
9625 W. Foothill Blvd.  
Date Closed: August 15, 2006  
Reason for Closure: Other unsafe conditions; other unsafe conditions; vermin infestation  
Date Reopened: August 18, 2006  
Comments: Critical violations corrected

### Redlands

OPEN KITCHEN  
402 Orange St.  
Date Closed: Nov. 3, 2006  
Reason for Closure: Sewage contamination  
Date Reopened: Nov. 6, 2006  
Comments: Sewage problem has been cleared.





## RESTAURANT REVIEW

## It's Not MY Crab Shack

by Joe Lyons

Joe's Crab Shack may belong to somebody named Joe, but that's not me. It's not Joe Kennedy, either, although he is the manager at Joe's in Rancho Cucamonga.

To picture Joe's, think Jimmy Buffet meets Bubba Gump. Its décor successfully projects a tin-roof, dock-of-the-bay atmosphere and the menu consists of all things crab, instead of shrimp.

To be fair, Joe's has a lot of shrimp and seafood, even langoustine lobster. Langoustine lobster is technically a redundant term, since langoustine is Spanish for lobster. We could call it Mexican lobster, but the other way sounds more exotic. I think.

My first visit was on a hot summer night with a ball game blaring from the TV and music competing from the sound system. The noise was palpable.

My second visit was on a quiet Monday at lunchtime and the difference could be measured on a decibel meter.

Highlighting the first visit was the snow crab and lobster pasta dish. It was rich and creamy and delicious. The lobster fondue was a treat as well. (Who knew that fondue would come back?

Next will be wide collar shirts and bell bottom pants.)

Actually, the first thing that you are served is a dish of corn bread biscuits. Something free to nibble on is considered a Southern hospitality treat. The biscuits are not gummy as some restaurants serve. Nor are they crumbly as others are. To quote Goldilocks, "These are just right."

The crawfish etoufee was also a delight. I have discussed with you before that restaurants have different spellings for 'etoufee.' This is Joe's spelling.

No longer on the menu is a treat called pineapple shrimp, although my waitress told me that you can get both pineapple and shrimp in other dishes. One item that they do well is the crab dip with Parmesan cheese. My waitress volunteered that this is her favorite dish. One could get into trouble ordering this too often.



On any given day, Joe's carries Snow, Dungeness and King crab. Actually, they were out of King the first time I was there, but it's in now and although it is a seasonal treat, it's worth the wait. I once traveled all over Seattle to find King crab, and never succeeded. Of course, there is no Joe's in Seattle, although there is one in Vancouver, WA. They also fly in salmon and tilapia, subject

to availability. The crab can be prepared BBQ, garlic or steamed. The other seafood can be grilled, blackened or lemon peppered. Joe's also has signature Mediterranean or Pontchartrain sauce topping.

My biggest disappointment was the fish and chips. Oh, it was hot enough and the portion size was great, but it just didn't have the flavor I expected. In fact, it had almost no flavor.

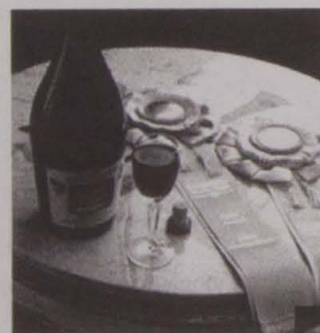
The menu at Joe's Crab Shack is extensive. So much so that after two visits, I still have not been able to enjoy the key lime pie, and I so dearly wanted to. Perhaps if you go, you can call the Journal and let me know how it is.

*Joe's Crab Shack is at the southeast corner of Day Creek and Foothill Blvd in Rancho Cucamonga, just south of Victoria Gardens. You can find them on the Web at [www.joes-crabshack.com](http://www.joes-crabshack.com)*

Personalized Wine Labels for any Occasion by

## THE HISTORIC GALLEANO WINERY

CUCAMONGA VALLEY SINCE 1927



We can custom design a label just for you using:  
Photos  
Logos  
Colors  
Invitations  
Themes

Weddings • Anniversaries  
• Birthdays • Special Events  
• Graduations • Holiday Gifts

### GALLEANO WINERY

4231 Wineville Road  
Mira Loma, CA 91752  
(951) 685-5376 or (951) 360-9180  
[www.galleanowinery.com](http://www.galleanowinery.com)



Wine Tasting Available Daily

Tour the Historic Winery weekends from 2:00 pm to 4:00 pm or by appointment  
Listed in the National Register of Historical Places

## Apartment Quarterly Update

by Marcus &amp; Millichap

## 2006 ANNUAL APARTMENT FORECAST

continued from page 32

• The gap between Class A asking rents and the mortgage payment for the median-priced home is expanding. Currently, the monthly mortgage payment for the median-priced home in the metro is \$1,315 more per month than the average Class A rent; one year ago the gap was \$951 per month.

• **Outlook:** Apartment demand will continue to be supported by high housing costs. While home price appreciation is slowing, mortgage rates have risen and income growth has not kept pace with recent price increases.

## CONSTRUCTION

• Developers have been actively bringing new properties to the market as the metro's population grows. First-half deliveries totaled 1,700 rental units, up from 1,500 units delivered in the first half of 2005, and an increase to inventory of 1.4 percent.

• Approximately 2,500 apartment units are under construction in the metro, of which 1,650 units are expected to be completed by year end. Developers have roughly 5,600 units in the planning pipeline.

• Developers are most active in the University City/Moreno Valley submarket, where deliveries are scheduled to increase inventory 10 percent this year.

• **Outlook:** Local developers will complete 3,350 units in 2006, after bringing 4,300 units online in 2005. Although deliveries are declining, construction is up considerably from the annual average of 1,900 units brought online during the past five years.

## VACANCY

• Vacancy in the Inland Empire rose 50 basis points over the past 12 months, ending the second quarter at 4.8 percent. The trend may be reversing, however, as vacancy declined 30 basis points during the second quarter and is on track to ease 10 basis points in the third quarter.

• Delivery of competitive new supply in the first half contributed to a 50 basis point spike in Class A vacancy to 6.8 percent. Class A vacancy is 100 basis points more than one year ago and at its highest level of the decade.

• Class B/C vacancy has fared better, remaining unchanged so far this year at 3.7 percent at the end of the second quarter. Over the past 12 months, vacancy in the lower tiers has inched up 20 basis points.

• **Outlook:** While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year - end 2005.

## RENTS

Declining home affordability and elevated rents at newer properties

are pushing rents higher. Asking rents increased 6.5 percent over the past 12 months to \$1,006 per month, while effective rents gained 6.4 percent to \$978 per month. Effective rents are forecast to increase to \$1,012 per month in the third quarter.

• Rent gains are most significant in Class A properties, where the average asking rent has increased 7.3 percent in the past 12 months to \$1,193 per month. Asking rent gains have been less robust in the lower tiers, advancing 4.8 percent to \$893 per month over the past year.

• Despite a rise in vacancy, owners continue to realize revenue gains. Average revenues are up 5.9 percent from one year ago.

• **Outlook:** The delivery of new Class A units is contributing to marketwide rent growth. In 2006, asking rents are forecast to increase 6.5 percent to \$1,039 per month, while effective rents will gain 6.3 percent to \$1,012 per month.

## SALES TRENDS

• Sales velocity has slowed during the past 12 months, dropping 36 percent from the level of activity one year earlier. While the number of deals is declining, sales volume has remained steady, the result of higher property prices.

• While transaction velocity has slowed, sellers are still receiving top dollar for properties at closing. The median price increased 21 percent in the past 12 months to \$113,000 per unit, after increasing 22 percent one year ago.

• Properties are selling at average cap rates in the 5.3 percent to 5.8 percent range, down approximately 50 basis points over the past 12 months.

**Outlook:** Transaction activity will continue to slow as smaller investors are priced out of the market by rapidly appreciating property values. Cap rates are just high enough to obtain financing, but future price growth will be driven by NOI improvement

## OVERVIEW

• The Southwest Riverside County submarket could offer condo conversion opportunities going forward. Temecula and Murietta city officials recently approved plans for the first condo conversions in each city. The 180-unit Villas at Alta Murietta, one of the properties scheduled for conversion, sold during the second quarter for \$175,000 per unit.

• Owners in the Riverside/North Magnolia submarket have realized the metro's most impressive revenue gains as tightening vacancy has supported robust rent growth. Properties in the submarket sell at a median price of \$112,000 per unit, a 9 percent increase from one year ago.

• The San Bernardino submarket, traditionally one of the more active submarkets, has experienced a significant drop in property sales. Sales velocity has declined 43 percent over the past 12 months, with volume decreasing 21 percent. Prices continue to post gains, however, spiking 16 percent to \$85,000 per unit during the past 12 months.

♦ Marcus &amp; Millichap



909 / 987-1928

950 Ontario Mills Drive, Ontario  
Mon / Thur 11:30 a.m. - 9:30 p.m.

Fri 11:30 a.m. - 10:30 p.m. • Sat 4:30 p.m. - 10:30 p.m.  
Sun 4:00 p.m. - 9:30 p.m. • Reservations Recommended

It's New York without the attitude! This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz in our Manhattan Room where acclaimed artists have made us the Inland Empire's most intimate jazz experience! We take care of every detail with innovative menu items, specialty dishes, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.



## Your "Back Burner"

*continued from page 33*

That's right. Your employees are a (possibly untapped) wellspring of ideas on how you can make your customers happier. Hold an end-of-the-year forum designed to get them to share those ideas. "Listening to and implementing your employees' suggestions is a great way to make them feel like valued business partners," says Freyvogel. "It will stoke their passion for what they do and encourage them to work harder in the coming year."

## Do an early spring cleaning!

Purge your office. It's time to get rid of all of that stuff that you either don't need or that doesn't work anymore. Your employees will like working in a cleaner environment. Chances are they—and you—will be happier and more productive. And don't limit your efforts to the inside of your building. Take a look outside. Are there things that you could do to make it look nicer? You might even freshen things up with a new coat of paint or some potted plants. "I am a firm believer that our mental processes are influenced by our external environment," says Freyvogel. "It's depressing to be surrounded by clutter. Clean up and everyone may enjoy a boost in energy and creativity."

## Review your marketing campaign.

The end of the year is a great time to take a look at which marketing efforts are driving business and which are not. Do not hesitate to make changes if you think your current efforts aren't paying off. "Keep in mind that a lot of ads will automatically renew," says Freyvogel. "If you have an ad that you don't think is helping your business, you will want to make a change before you're committed to another year."

## Overhaul your Website.

In the same way that retail stores move around their floor sets, you need to make changes to your Website to keep people coming back. Make sure all of your information is updated, and post any articles that have recently mentioned your work. "Set your company's Website as the homepage on your browser," suggests Freyvogel, who constantly updates his own site (EntrepreneursLab.com) with new articles and other features. "That way every time you go online you will notice your Website. It serves as a great constant reminder that you need to keep making updates and improvements."

## Take a look at your business cards.

Chances are you are handing out your business cards to all kinds of people: your customers, your vendors, potential customers, everyone. Make sure all of the information is updated. Are all numbers and e-mail addresses current? Does the layout (colors and design) match that of your Website and other stationery?

## Review professional magazine subscriptions.

Are you really reading all those magazines that come each month? Chances are at least some of them are getting piled up somewhere in the office (to the detriment of your de-cluttering efforts) or are simply being thrown away soon after their arrival (to the detriment of your

local landfill). Cancel magazine subscriptions that aren't valuable for you. It will help you save money—and yes, every little bit helps—and keep your office tidy.

## Consider technology upgrades.

If you need new computers or a new phone system to help things run more smoothly, the end of the year is a great time to make those upgrades. "A new computer, phone system, or other technology upgrade can make a huge difference in the daily lives of your employees," says Freyvogel. "Technology upgrades will enable them to spend less time attending to problems such as computer crashes or lost voicemails and focus more attention on those things that truly matter. Just be sure that everyone gets the appropriate training on the new technology."

## Review insurance policies.

Often insurance policies are set up and then put to the side, forgotten, until something happens. Then, too many business owners discover that they are not adequately covered. Freyvogel suggests that you use the end of the year as an opportunity to carefully review all of your policies. "I know, insurance is not the most exciting subject in the world," he says. "But taking the time to make sure you have adequate coverage could save you a lot of money down the line. This is especially important if changes have taken place in your company during the past year that affect your liability."

## Update your minute books.

Keeping your minute books up-to-date can save you from problems in the future. If you ever face a legal problem, the first thing your attorney will want to do is take a look at your minute books. If your books are already updated, it will help you get your legal case off to a good start and will allow your attorney to focus on the important details of the case.

## Meet with your accountant.

The end of the year is the perfect time to meet with your accountant to plan your taxes. Discuss with your accountant what you should do with excess cash and take a look at anything you can write off.

"This may seem like an overwhelming list," says Freyvogel. "But trust me, most of the items are easy to do. Like most things you procrastinate on, they aren't painful at all once you jump in. Make dealing with your 'back burner' list your end-of-year resolution and you'll be amazed at how liberated you feel. When 2007 rolls around, you'll tackle your new goals without guilt over all the loose ends you're neglecting. It's a great feeling and one that you'll be eager to replicate next year."

**Mitchell Reed Sussman**  
Real Estate Attorney / Broker

*Specializing in Real Estate  
Litigation and Foreclosure*

**30 years experience**  
Free Initial Consultation

**800.233.8521**

## CALENDAR

### December 2006

**7** CALIFORNIA SPEEDWAY INVITES YOU TO THEIR FIRST ANNUAL MULTI-CHAMBER MIXER Thursday, Dec. 7, 2006 4:00 p.m. - 7:00 p.m. Infield Garage Area at California Speedway, 9300 Cherry Avenue, Fontana. In addition to tabletop exhibits, chamber members may also purchase tickets for \$40. You must purchase a ticket to attend. Contact: Viridiana Moreno, [vmoreno@californiaspeedway.com](mailto:vmoreno@californiaspeedway.com), or 429-5108, or Angela Barrera, [abarrera@californiaspeedway.com](mailto:abarrera@californiaspeedway.com), or 429-5134.

**12** The Business Success Forum will be held on Tuesday, Dec. 12, 2006 in the Temecula Valley Chamber of Commerce Board Conference Room, sponsored by Community Little Book. A special workshop on incorporation will be held by the Small Business Development Center. The event begins at 12:00 p.m. and includes lunch, compliments of Costco. The chamber is located at 26790 Ynez Road in Temecula. To reserve your seat or for more information contact Michelle at (951) 676-5090 or e-mail [Michelle@temecula.org](mailto:Michelle@temecula.org). No cost to attend this event.

### January 2007

**25** The revitalizing of post World War II suburbs is an important national issue as we work to reduce auto and foreign oil dependency. As a result, there is a fresh look at Southern California's older suburban downtowns from Ventura to Redlands that encourages their redevelopment into pedestrian-friendly, transit-accessible urban villages. This conference at the Historic Mission Inn in Riverside focuses on strategies and innovations that are being used to revitalize suburban downtowns, improve mobility and access, and transform brown fields. The luncheon speaker, Joel Kotkin, is an Irvine Senior Fellow at the New America Foundation and is a highly respected speaker and futurist and internationally known authority on global, economic, political and social trends. He consults for many leading economic development organizations, private companies, regions and cities. In addition, Kotkin serves as senior advisor to The Planning Center, a major planning, design and environmental consulting firm in Costa Mesa. He is the author of the critically acclaimed book, "The City: A Global History." He is also author of the bestselling book, "The New Geography, How the Digital Revolution is Reshaping the American Landscape." For program information call (951) 827-7830.

### February 2007

**24** On Saturday, Feb. 24th the 41st Annual Awards Gala hosted by the Temecula Valley Chamber of Commerce, will be held at Pechanga Resort & Casino. The evening will include welcoming the newly appointed board of directors and the 2006 sterling, bronze, gold and platinum businesses of the year, service/charitable organization of the year, a citizen of the year nominees. The event will also honor an outstanding individual within the community for the lifetime achievement award, as well as recognize recipients for the ambassador of the year and chairman's choice awards. This premier event will be a memorable night of elegance and excitement, with an expected crowd of over 800 attendees. The evening will include a tantalizing dinner menu, extravagant silent auction items, fascinating entertainment, and an outstanding awards presentation. Event reservations are \$125 per person. A corporate table of 10 guests may be purchased for \$1,350. Black tie optional. To make reservations or for more information, please contact the chamber at (951) 676-5090 or e-mail [info@temecula.org](mailto:info@temecula.org).

## Workers' Comp...

*continued from page 29*

In addition, the bill ensured that employers only paid for work-related injuries. The new PD rating schedule generally applies to injuries occurring on or after Jan. 1, 2005, or earlier injuries if there was no medical report indicating permanent disability issued before that date.

## Reform Agenda

Opponents of reform continue to argue that the PD schedules need to be increased because of claims that the most seriously injured workers have been hurt by the reform. However, SB 815 would have increased all PD payouts, not just those for the most seriously injured.

The bottom line is that there is no need for legislative changes to the PD system since SB 899 provides for an ongoing review of the system and gave the Division of Workers' Compensation the authority to make adjustments to the PD schedule as necessary.

## Alternative Dispute Resolution

In 2002, SB 228 (Alarcon) authorized all unionized employers to negotiate with their unions to establish an Alternative Dispute Resolution (ADR) system to resolve medical and other disputes in the system without resorting to litigation. By all accounts this has been an effective system at reducing costs and limiting conflicts.

The State of California has the largest unionized workforce in the state but was not included in the Alarcon bill. This is a simple, common sense change that should be available to the State of California workforce as well.

## Conclusion

In 2003, the Legislature, business interests and labor organizations put aside their differences and rationally addressed a broken workers' compensation system. Political wins were irrelevant since it was clear the system was hurting employers and employees alike. I hope that any effort to make adjustments to the underlying reforms recognizes the harm from politicization of such a vital part of our economic system. Any changes should respect the underlying principles of the reform movement and preserve the cost savings to our job creators, while ensuring adequate medical care for injured workers.

Senator Poochigian's Website can be found by visiting <http://www.sen.ca.gov/Poochigian>

*Editor's Note: Readers comments all welcomed.*

### December 2006

**12** Fisher & Phillips LLP, one of the largest law firms in the field of labor and employment law, will present a "Legally Required Sexual Harassment Training" seminar on Tuesday, Dec. 12 from 9:00 a.m. to 11:00 a.m. at the Ontario Airport Marriott at 2200 E. Holt Blvd. in Ontario. A "Train the Trainer" session will follow from 11:15 - 1:30 p.m. The session is for human resources professionals. To register for the seminar or for information, call (949) 851-2424.

## PFF...

*continued from page 5*

Empire. Within a two-year period, PFF is slated to grow from 30 to 40 full-service branches throughout the Inland Empire and surrounding areas."

Locally based and serving the Inland Empire for over a century, the bank's branch network encompasses eastern Los Angeles, northern Orange, San Bernardino and Riverside counties.



# NEW BUSINESS County of San Bernardino

**A BETTER PLACE 4 U**  
VARGAS, VALERIE I.  
1274 S WATERMAN AVE.  
STE. 100  
SAN BERNARDINO, CA  
92408

**ABDELKARIM**  
**CHRISTIAN SOCIETY**  
KHOURY, ELIE H.  
1400 BLOSSOM AVE.  
REDLANDS, CA 92373

**ACCURATE COLLISION**  
**CENTER**  
SOLANO, PABLO D.  
SOLANO, IRMA D.  
8949 VINEYARD AVE.  
UNIT 110  
RANCHO CUCAMONGA,  
CA 91730

**ACTION PROPERTY**  
**MANAGEMENT**  
ACTION P.M., INC  
34045 YUCAIPA BLVD.  
SUITE 101  
YUCAIPA, CA 92399

**ADVANCE MILK**  
**COMMODITIES**  
K.B.T.G., INC  
1920 S. ARCHIBALD AVE.  
STE. H  
ONTARIO, CA 91761

**ALLSOURCE REALTY &**  
**MORTGAGE CO. (ARMCO)**  
LAC-MED, INC  
802 N. EUCLID AVE. STE. D  
ONTARIO, CA 91762

**ANGELIC INSPIRATIONS**  
KANANSKY, ANNE  
GERALYN  
11531 CONDELA DR  
RANCHO CUCAMONGA,  
CA 91701

**APPLE VALLEY DONUTS**  
ROS, VIBEAN  
21660 BEAR VALLEY RD.  
APPLE VALLEY, CA 92308

**AUTO MEDICS**  
PALACIOS, JOSE  
24916 3RD ST.  
SAN BERNARDINO, CA  
92410

**AUTUMN RIDGE**  
**APARTMENTS**  
HUANG, JONG-YEE  
1036 S. RIVERSIDE AVE  
RIALTO, CA 92376

**B.R. BODY PIERCING**  
REYES, BRENDA MARIE  
61877 29 PALMS HWY.  
JOSHUA TREE, CA 92252

**BERNARDO'S**  
**LANDSCAPING**  
SUAREZ, BERNARDO  
15554 HEARTSEAS LN.  
VICTORVILLE, CA 92392

**BOSS PAVING**  
ROSS, ROBERT E.  
14537 CERES  
FONTANA, CA 92335

**BRIGHT SMILE**  
**DENTAL CARE**  
AHUJA, PRABHUOT S.  
BHANDARI, YASHPAL S.  
12345 MOUNTAIN AVE  
STE. O  
CHINO, CA 91710

**C AND G TRUCKING CO.**  
CALDERON, BLANCA E.  
3739 N SWEET LEAF AVE  
RIALTO, CA 92377

**C.V.F. FLOORING**  
FRANCISCO, CAMILO  
VICENTE  
1446 S. MONTREY AVE  
ONTARIO, CA 91761

**CALIFORNIA SNOW**  
MEJRI, RIDHA  
5060 MONTCLAIR PLAZA LN.  
#5523  
MONTCLAIR, CA 91763

**CELEBRITY CLEANERS**  
SHIN, INSOOK  
5771 PINE AVE. SUITE #Q  
CHINO HILLS, CA 91709

**CHINO LUMBER**  
**& HARDWARE**  
V.L.C. INC  
13339 CENTRAL AVE.  
CHINO, CA 91710

**DELS TRANSPORTATION**  
LARA, DANIEL E.  
15315 KEARNY DR.  
ADELANTO, CA 92301

**DESERT COURT**  
**SERVICES**  
KENDRICK, REBECCA JEAN  
59022 DAVID AVE.  
YUCCA VALLEY, CA 92284

**ECHELON PROPERTY**  
**MANAGEMENT &**  
**INVESTMENTS**  
WHITE, FREDERICK K.  
2001 DATE TREE RD.  
COLTON, CA 92324

**ELECTRIC BEACH**  
**TANNING SALON**  
ALBERRE, SAMI  
22400 BARTON RD. SUITE B  
GRAND TERRACE, CA  
92313

**ELSA'S MAYAN CAFE**  
BELTRAN, ELSA  
9223 ARCHIBALD UNIT #H  
RANCHO CUCAMONGA,  
CA 91730

**EXTERIOR DESIGNS**  
**CUSTOM LANDSCAPE**  
SANDOVAL, JESUS LICEA  
9327 GUAVA AVE  
HESPERIA, CA 92345

**EYESCREAM**  
**CONSTRUCTION**  
MORGAN, DAN A  
764 CRESTWOOD DR.  
BIG BEAR LAKE, CA 92315

**FARASAT & ASSOCIATES**  
CHAUDARY, QAMAR Z.  
11926 FORREST PARK LANE  
VICTORVILLE, CA 92392

**FOUR CORNER SOUND**  
ARREDONDO, ALFRED  
1516 N. G STREET  
SAN BERNARDINO, CA  
92405

**FRANCES HAIR DESIGN**  
TORRES, GILDARDO C  
9555 CENTRAL AVE.  
MONTCLAIR, CA 91763-2424

**G. JONES ENTERPRISING**  
JONES, GILBERT M.  
13436 EL CENTRO RD.  
RR1314  
OAK HILLS, CA 92344

**G.G.'S & FRIENDS**  
GARCIA, GUACOLDA C.  
10651 BALSAL ST.  
APPLE VALLEY, CA 92308

**GMS SPECIALTIES**  
MORRELL, GRETA  
8172 KEATS AVE.  
YUCCA VALLEY, CA 92284

**GOOD SPIRIT**  
**YARD CLEANING**  
**& MAINTENANCE**  
CALDERA, TONY B.  
15251 VILLAGE DR. #9  
VICTORVILLE, CA 92392

**HQ PRINTERS**  
MAHARAJSHREE  
CORPORATION  
174 EXCELSIOR WAY  
UPLAND, CA 91786

**IDEAL GRAPHICS**  
DAY, JOSHUA  
3958 E. 9TH ST.  
POMONA, CA 91766

**INLAND PROPERTIES**  
OTEY BREANA  
ROJAS SANDRA  
1050 SAWTOOTH DRIVE  
UPLAND, CA 91786

**INVESTAMATICS**  
MORGAN, DAN A  
764 CRESTWOOD DR.  
BIG BEAR LAKE, CA 92315

**A + MOULDINGS**  
GOMEZ, JIM L.  
16594 COLONIAL DR  
FONTANA, CA 92336

**A TO B WHOLESALE**  
BEREKMERI, ANDRAS  
15523 SANDHURST ST  
FONTANA, CA 92336

**A.M.I. SALES**  
TOMELO, EDWARD M  
1376 AUGUSTA DR.  
UPLAND, CA 91786

**ABOUT FACE**  
**PERMANENT**  
**COSMETICS**  
OLEARY, AMY M  
724 TENNESSEE ST  
REDLANDS, CA 92373

**ACTION PEST**  
**CONTROL SERVICES**  
LABONTE JAMES1930 E  
FOOTHILL DR  
SAN BERNARDINO, CA  
92404

**ADEL HISPANO**  
TOLEDO, DORA F.  
15865 EAGLE RD  
FONTANA, CA 92337

**ADVANCED MACHINERY**  
**SOLUTIONS**  
EBINGER, DENNIS E.  
10995 SAN MAIGUEL WAY  
MONTCLAIR, CA 91763-6227

**ALL AROUND JUMPERS**  
JOHNSON, SUSANA M.  
JOHNSON JR., JAMES L.  
MORA, DAVID F.  
MORA, ROSEANNA  
517 WEST J. ST.  
ONTARIO, CA 91762

**ALL FAMILY FIREPLACES**  
UNDERWOOD DEBRA JEAN  
UNDERWOOD DERRICK  
STEWART  
7038 OLD WOMAN SPRING  
RD.  
YUCCA VALLEY, CA 92284

**ALL THAT BLOOMS**  
SONGCO MARGARITA L.  
2581-A CHINO HILLS PKWY  
CHINO HILLS, CA 91709

**ALPHA OMEGA AND CO.**  
MCKINNEY JOHN P.  
13680 BEAR VALLEY RD.  
#E4-130  
VICTORVILLE, CA 92392

**AMAVIZCA SIGNING**  
**SERVICES**  
AMAVIZCA NADINE A.  
2075 E. COLUNGA ST.  
COLTON, CA 92324

**B & J SERVICES**  
HOLIDAY, BRENDA C.  
HOLIDAY, GERALD E.  
1166 NAVAJO ST.  
FAWNSKIN, CA 92333

**BALLOONS-R-US BY**  
**FLORIDA**  
NAVAREZ, FLORIDA R.  
NAVAREZ, LARRY T.  
13336 EAGLE CANYON DR.  
CHINO HILLS, CA 91709-3517

**BASQUE AMERICAN**  
**DAIRY**  
GASTELLUBERRY,  
CATHERINE  
GASTELLUBERRY, JEAN  
8484 SCHAEFER AVE.  
ONTARIO, CA 91761-9416

**BOTTOM LINE LENDING**  
**SOLUTIONS**  
**BOTTOM LINE REAL**  
**ESTATE & INVESTMENTS**  
**BOTTOM LINE REAL**  
**ESTATE & INVESTORS**  
**BOTTOM LINE REAL**  
**ESTATE SOLUTIONS**  
TAXREFUND1040.COM  
INCORPORATED  
14606 PIPELINE AVE,  
CHINO, CA 91710

**BUDS WAY TRUCKING**  
HORSTMAYER, TARA E.  
HORSTMAYER, JR.  
CHARLES B.  
809 W BONNIE BRAE CT.,  
ONTARIO, CA 91762-1502

**C & G INVESTMENTS AND**  
**RESEARCH**  
TRUSTEE OF C & G INV  
LORI HARLEY  
3095 BROADMOOR BLVD.  
SAN BERNARDINO, CA  
92404-2315

**CAL CUSTOMIZED**  
**PROFESSIONAL**  
**LANDSCAPE**  
FASCINATO, LINDA  
FASCINATO, SR MICHAEL B.  
13775 WELLS FARGO ST.  
OAK HILLS, CA 92344-841

**CAMPERS CHRISTIAN**  
**FELLOWSHIP**  
BERGFALK, BETTY R.  
HYATT, PHIL  
1575 FINCH AVE.  
REDLANDS, CA 92374-5587

**CANCUN "FUN"**  
**VACATIONS**  
ALVARADO, RALPH  
3675 MUSTANG DR.  
ONTARIO, CA 91761

**A PLUS HOME**  
**INSPECTIONS**  
MACWEEN MICHAEL E.  
10275 NORWICK ST.  
RANCHO CUCAMONGA,  
CA 91730

**A STORAGE PLACE -**  
**RIALTO**  
RIVERSIDE AVENUE, LP  
313 S. RIVERSIDE AVE.  
RIALTO, CA 92376

**AABEAR'S**  
**CONSTRUCTION CO.**  
SUAREZ JUAN L.  
7851 FOX TAIL PLACE  
HIGHLAND, CA 92346

**APPLE VALLEY YOUTH**  
**SPORTS ASSOCIATION**  
NETTLES JAMES  
20745 TETON ROAD  
APPLE VALLEY, CA 92308

**BROOKS CONSTRUCTION**  
**COMPANY**  
BROOKS GARRY L.  
21545 JOBS PEAK ROAD  
CEDARPINES PARK, CA  
92322

**C&N HEATING AND**  
**AIR CONDITIONING**  
NEGRETTE CHARLES D.  
348 E. THIRD ST.  
RIALTO, CA 92376

**CHINESE CORNER**  
**HENRY'S BURGERS**  
**JAPANESE CORNER**  
**MEXICAN FOOD CORNER**  
**PIZZA CORNER**  
HWANG JUNG H.  
370 W. COURT ST.  
SAN BERNARDINO, CA  
92401

**CLASSIC REAL ESTATE**  
**SERVICES**  
HUTCHISON WILLIAM T.  
12728 VALLEY VIEW ST.  
YUCAIPA, CA 92399

**KING AND DAUGHTER**  
**CONSTRUCTION SERVICES**  
KING TIMOTHY C  
437 SOUTH EUREKA  
REDLANDS, CA 92373

**COMPUTER SERVICES**  
**COMPANY**  
SOTO JUAN M.  
1730 VELTO WAY  
UPLAND, CA 91784

**DIESEL DIAGNOSTIC**  
**CENTER**  
CANENGUEZ JUAN  
8040 EDISON AVENUE  
UNIT B  
ONTARIO, CA 91762

**EARTHGEAR THERAPEU-**  
**TIC INNOVATIONS CO.**  
**ESSENCE THERAPEUTIC**  
**INNOVATIONS**  
**LIFECARE**  
**LIFEGEAR INC**  
LIFEGEAR INC.  
5200 ONTARIO MILLS PKWY,  
SUITE 100  
ONTARIO, CA 91764

**F. J ELECTRIC, INC.**  
**S.O.S. ELECTRIC**  
FJ ELECTRIC, INC.,  
2929 CRAPE MYRTLE CIRCLE  
CHINO HILLS, CA 91709

**FOR YOUR PLACE**  
**OR MINE**  
SMITH MARJORIE G.  
453 ANNANDALE DRIVE  
LAKE ARROWHEAD, CA  
92352

**GENTLEMEN'S**  
**EXCLUSIVE MEN'S WEAR**  
SIMON ABE  
345 N. LA CADENA DR.  
COLTON, CA 92324

**HAYNES&ASSOCIATES**  
**EXPERT MEDICAL/LEGAL**  
**CONSULTING**  
HAYNES WANDA E.  
28107 GENEVA LANE  
LAKE ARROWHEAD, CA  
92352-0584

**J & J PACKAGING**  
**SUPPLIERS**  
URIBE JR JUAN M.  
6390 CARTER ST.  
CHINO, CA 91710

**J&M AUTO SALES**  
RAMIREZ MIKE J.  
582 W. VALLEY BLVD.  
UNIT 8  
COLTON, CA 92324

**JC BARBER SHOP**  
ALONSO PEDRO  
8127 MULBERRY AVE.  
SUITE 110  
FONTANA, CA 92335

**JON'S CUSTOM**  
**CONCRETE**  
PECORARO JONATHAN F.  
2182 6TH LN.  
BIG BEAR CITY, CA 92314

**JUST4JAZZTRAVEL**  
JOHNSON FELECIA B.  
16695 BAYWOOD LANE  
FONTANA, CA 92336

**RED TOMATO, THE**  
BECK, WILLIAM JOHN  
68784 GROVE STREET  
CATHEDRAL CITY, CA  
922344

# NEW BUSINESS County of San Bernardino

**LIVING WATERS**  
**EQUIPMENT**  
BROWN, KIMBERLY  
19849 WALLFLOWER LANE  
APPLE VALLEY, CA 92308

**MI PUEBLO MARKET**  
GUTIERREZ, RUBEN  
VILLAGAS, FERNANDO  
5002 HOLT BLVD.  
MONTCLAIR, CA 91763

**MONEY SOURCE**  
**INVESTMENTS**  
RAMSEY, WILLIAM  
PALMER, C. D.  
90 STOWELL ST.  
UPLAND, CA 91786

**NEGRETE MOBILE WASH**  
NEGRETE, FRANCISCO  
NEGRETE, MARIA  
1000 N. MT VIEW AVE.  
SAN BERNARDINO, CA  
92410

**ONTARIO AIRPORT**  
**MARRIOTT**  
SUNSTONE HOLT  
LESSEE, INC.  
2200 E. HOLT BLVD  
ONTARIO, CA 91761

**PARENTS IN PROGRESS**  
ELLIS KAREN A.  
569 N. 8TH AVE.  
UPLAND, CA 91786

**THE HIGH DESERT**  
**HANDBALL CLUB**  
ALVARADO, NATY  
11427 N. EIGHTH AVE  
HESPERIA, CA 92345

## NEW BUSINESS

**DUST BUSTERS**  
**WATER TRUCK RENTAL**  
HEMPHILL, NORA  
PATRICIA  
TOMAS, DANIEL  
16775 LITTLE MORONGO  
ROAD  
NORTH PALM SPRINGS, CA  
92258

**BROADWAY VISTA**  
**PARTNERS**  
FRANKLIN, BENJAMIN  
JEROME  
HINSVARK, KENNETH  
DUANE  
559 SOUTH PALM CANYON  
DRIVE, SUITE B-212  
PALM SPRINGS, CA 922640

**EVANGEL'S BEAUTY**  
**SUPPLY/SALON**  
VALENCIA, MARGARITA  
82227 HWY 111 #A2  
INDIO, CA 92201

**CV PROMO-PRODUCTS**  
**& PRINTING**  
BALMES, DANIEL WAYNE  
BALMES, SYLVIA ZARATE  
47765 TULIP PL.  
INDIO, CA 92201

**LOPEZ ELECTRIC**  
LOPEZ, JESSE EDWARD  
83-389 WEXFORD AVE  
INDIO, CA 92201

**PC SOLUTIONS**  
CHURGIN, DAVID SCOTT  
4216 PHELAN RD  
PHELAN, CA 92371

**RFG TRANSPORTATION**  
FAJARDO, MARCOS  
250 N. LINDEN AVE. #215  
RIALTO, CA 92376

**F. J ELECTRIC, INC.**  
**S.O.S. ELECTRIC**  
FJ ELECTRIC, INC.  
2929 CRAPE MYRTLE CIR.  
CHINO HILLS, CA 91709

**SIERRA JEWELRY**  
**& LOAN**  
BARBERA, JOSEPH A.  
8546 SIERRA AVE  
FONTANA, CA 92335

**SPRIM HONG**  
**PAINTING CO.**  
HONG, BON P  
43 DALTON CT  
REDLANDS, CA 92373

**T & A CONSTRUCTION**  
TORRES, AARON M.  
ANDERSEN, BRIAN M.  
1660 N. VISTA AVE.  
RIALTO, CA 92376

**THE HIGH DESERT**  
**HANDBALL CLUB**  
ALVARADO, NATY  
11427 N. EIGHTH AVE  
HESPERIA, CA 92345

**ARTISAN WOOD FLOOR**  
SECOR, CURT ALLAN  
942 E. LINCOLN #2  
BANNING, CA 922201

**LIL' GRACIE'S PRODUCTS**  
FICO, CORA LEE  
174 COYOTE  
CATHEDRAL CITY, CA  
92234

**SYNERGY MORTGAGE**  
BROPHY, EDWARD  
WILLIAM  
INGHAM, LYNWOOD  
DARRYL  
70305 MOTTE CR.  
RANCHO MIRAGE, CA  
92270

**LA VICTORIA**  
RODRIGUEZ, BERTHA  
LUGO  
252 N. MAIN  
BLYTHE, CA 92225

**MEINEKE CAR CARE**  
**CENTER**  
GITTO, MARY  
JANO, RICHARD S. SR  
68725 RAMON RD.  
CATHEDRAL CITY, CA  
92234

**LOPEZ ELECTRIC**  
LOPEZ, JESSE EDWARD  
83-389 WEXFORD AVE  
INDIO, CA 92201

**THE JCA GROUP**  
ARNOLD, JAMES C.  
1943 N. CAMPUS B323  
UPLAND, CA 91784

**THE SECRET**  
**TEA GARDEN**  
WILSON, PAMELA  
WILSON, RICHARD  
14335 HESPERIA RD #106  
VICTORVILLE, CA 92395

**THIRD STEP EQUINE**  
**IDENTIFICATION**  
**SERVICES**  
ORTIZ III, JOSEPH R.  
1965 COULSTON STREET #8  
LOMA LINDA, CA 92354

**U.S. EXTERIORS**  
**ENTERPRISE**  
GARY ARITA TRUSTEE OF  
U.S.E. HOLDING(A TRUST)  
JOSEPH ELIZONDO  
TRUSTEE OF U.S.E  
HOLDING (A TRUST)  
39381 PROSPECT DRIVE  
FOREST FALLS, CA 92339

**WEST COAST RHINOS**  
HAIMAN, ERIK  
8975 ROCHESTER AVE  
RANCHO CUCAMONGA,  
CA 91730

**THE HIGH DESERT**  
**HANDBALL CLUB**  
ALVARADO, NATY  
11427 N. EIGHTH AVE  
HESPERIA, CA 92345

**BASKETS BY YOU,**  
**MADE BY ME**  
MONTIGNY, RICHARD  
EDWARD  
MONTIGNY, NANCY  
50-820 CALLE GUAYMAS  
LA QUINTA, CA 92253

**INFINITY MOBILE**  
**CAR WASH**  
GONZALEZ, LETICIA  
RODRIGUEZ  
73-465 SAN NICHOLAS AVE.  
PALM DESERT, CA 92260

**SOCRATES FINE ART**  
GALINDO, CUAUHTEMOC  
SOCRATES  
44915 GOLF CENTER  
PARKWAY SUITE 1  
INDIO, CA 92201

**SOLUTIONS DIRECT**  
DESERT MICROSYSTEMS,  
INC.  
3367 CHICAGO AVE.  
RIVERSIDE CA 9250

**ALL PRO BUILDING**  
**MAINTENANCE**  
ALL PRO BUILDING MAIN-  
TENANCE, INC.  
5471 ROUNDUP ROAD  
NORCO, CA 92580

**LOPEZ ELECTRIC**  
LOPEZ, JESSE EDWARD  
83-389 WEXFORD AVE  
INDIO, CA 92201

**WRESTLINGTRADING-**  
**CARDS.COM**  
PORTO, DAVID E.  
VELA, TONY E.  
13447 BANNING ST.  
FONTANA, CA 92336-3993

**YUCCA VALLEY**  
**ARCO AM/PM**  
DEPIERRO DEVELOPMENT  
CORPORATION  
57858 29 PALMS HWY  
YUCCA VALLEY, CA 92284

**ZF LENDING**  
FARIAS, ZEGERINO  
SARAVIA, JOHN A.  
5640 HOLT BLVD  
MONTCLAIR, CA 91763

**62 FOOD & FUEL**  
DEPIERRO DEVELOPMENT  
CORPORATION  
56888 29 PALMS HWY.  
YUCCA VALLEY, CA 92284

**#1 SALAZAR CARPETS**  
SALAZAR, HERIBERTO  
SALAZAR, HERLINDO G.  
1903 WEST 9TH STREET  
SAN BERNARDINO, CA  
92411-2007

**A.M SIGNS**  
MIR, M. AFZAL  
5585 ORANGE DRIVE  
SAN BERNARDINO, CA  
92407

**CALIFORNIA SMOG TEST**  
**ONLY**  
KHALED, OMAR KHODR  
7304 INDIANA AVE. #9  
RIVERSIDE, CA 92504

**WILSON & MURPHY**  
**ENGINEERING**  
MURPHY, BERNARD  
WILLIAM  
WILSON, JEFFREY NELSON  
6581 AVENIDA MICHEALIN-  
DA  
RIVERSIDE CA 92509-7217

**DISCOUNT ELECTRIC**  
**AND HANDYMAN**  
**SERVICES**  
TUROV, PAUL PAVEL  
22450 SCARLET SAGE WAY  
MORENO VALLEY CA 92557

**BABY FOOTPRINTS**  
SERNA, BRENDA  
1668 JADE MOON LANE  
BEAUMONT CA 92223

**CAL-STATE AUTOMOTIVE**  
RAMOS, HECTOR  
785 S. GRAND AVE.  
SAN JACINTO, CA 92583

**CAL-STATE TOWING**  
RAMOS, HECTOR  
785 S. GRAND AVE.  
SAN JACINTO, CA 92583

**ADUBI PRODUCTION**  
LSN,



## NEW BUSINESS

## County of Riverside

**ASPHALT MAINTENANCE PROFESSIONALS**  
MORALES, MICHAEL  
JASON  
18316 BRIGHTMAN AVE.  
LAKE ELSINORE CA 92530

**CUSTOM KITCHEN CABINETS**  
CRUZ, SALVADOR  
RODRIGUEZ  
11463 MORNING STAR LN.  
MORENO VALLEY CA 92557

**JUGOS Y BIONICOS EL PARAIZO**  
JUAREZ, LUIS MARTIN  
VEGA, MARIA  
165 RAMONA EXPRESS  
BLVD.  
PERRIS, CA 92571

**HOMELAND MORTGAGE**  
DOMONDON, ANNABELLE  
VILLAVARDE  
29149 BRANWIN COURT  
MURRIETA, CA 92566

**TOUCH OF CLASS MOBILE DETAIL**  
DA GRACA, ANTHONY  
JOSEPH  
24649 AVENIDA MUSICO  
MURRIETA, CA 92562

**A SIMPLE SOLUTION**  
ROSS N SONS  
11075 PIONEER RIDGE  
ROAD  
MORENO VALLEY, CA 92557

**ESSENCE LIMOUSINES, INC.**  
ESSENCE LIMOUSINES, INC.  
29914 GULF STREAM  
DRIVE  
CANYON LAKE, CA 92587

**ORGANIC FRUIT BASKET COMPANY, THE**  
ALLIANCE PRODUCE DISTRIBUTIONS, INC.  
38340 INNOVATION CT #807  
MURRIETA, CA 92563

**ANIX**  
JONES, ROBERT ALLEN  
SABO, ADAM ZELKO  
526 MESA DRIVE  
CORONA CA 92879

**HARVARD STREET MATTRESS & BEDDING SUPERSTORE**  
COZY HOME FURNITURE & MATTRESS  
148 HARVARD ST.  
HEMET, CA 92543

**POHAKU POOLS & SUPPLY**  
BLAIS, RONALD JOSEPH  
2363 CALIFORNIA AVE.,  
SUITE 101  
CORONA, CA 92881

**ALFRED BUENO TRUCKING**  
BUENO III, ALFRED  
SALVADOR  
14975 GAVILAN SPRINGS  
RCH RD.  
PERRIS, CA 92570

**UNITED FUNDING LLC**  
UNITED FUNDING LLC  
11741 STERLING AVE # D  
RIVERSIDE CA 92503

**QUALITY 1 TRANSPORT**  
HARBACH, WALTER  
GEOGRE  
30790 ADELONY LN.  
NUEVO CA 92567

**MASTER CONNECTIONS**  
CHAVEZ, SAULO SINUHE  
24072 MT RUSSELL DR.  
MORENO VALLEY, CA 92553

**COMPUTING SOLUTIONS**  
DOLAN, MARK  
CHRISTOPHOR  
41605 CORTE PERGAMINO  
TEMECULA, CA 92592

**BRIAN NEJEDLY AUTO SALES**  
NEJEDLY, BRIAN WILLIAM  
919 TALCEY TERRACE  
RIVERSIDE CA 92506  
**BUG LIGHT**  
TORRES, MARTIN  
28320 KEATON DR.  
MORNEO VALLEY, CA 92555

**AABC AUTO REPAIR**  
HOETING, KEVIN (JOHN)  
43430 E. FLORIDA AVE.  
#F171  
HEMET, CA 92544

**SPLENDID THINGS**  
SOUDERS, LINA MURRAY  
32965 VERDE MESA ST.  
WILDOMAR, CA 92595

**INLAND ENGINEERING SERVICES**  
MONGELLO, CHARLES  
ANTHONY  
11573 DELLWOOD DR.  
RIVERSIDE CA 92503

**LARA'S FLORAL CHARM**  
LARA, ESTEBAN  
26322 BARBADOS LN.  
MORENO VALLEY, CA 92555

**SHAUN DISPLAY**  
SINGH, PARDEEP  
44658 LA PAZ  
TEMECULA, CA 925923

**MODERN TECHNOLOGICAL CONCEPTS (MTC)**  
DOLL, BLAINE ALBERT  
DOLL, JOELLE YVETTE  
44688 LABETA CIR.  
TEMECULA, CA 925922

**SUENO CONSULTING**  
BEACH, JAMES WILLIAM  
MATTHEW  
5260 MARENGO COURT  
RIVERSIDE, CA 92505

**TRAFFIC SIGN CADDY COMPANY**  
SPIGNER, RODNEY  
MAURICE  
15305 CABALLO RD.  
MORENO VALLEY, CA 925558

**PSALMS & FAITH CARE MINISTRIES CORP.**  
PSALMS & FAITH CARE MINISTRIES CORP.  
15730 TERRACE VIEW CT.  
RIVERSIDE, CA 92504

**PREMIER APPRAISAL GROUP**  
HERNANDEZ, KAREN  
THERESA  
42348 WESTSAR COURT  
MURRIETA, CA 92562

**AUTOWORLD PARTS CO., LTD**  
GLOBAL INTERFACE  
GROUP LLC  
11913 SOLITAIRE COURT  
MIRA LOMA, CA 91752

**ECONOMY PARTY JUMPERS**  
LEMUS, JUAN OLGUIN  
3646 SHANNON ST.  
CORONA, CA 92881

**HIGH LINE MOTORS**  
YAHYA, ZEESHAN  
826 ORANGE HEIGHTS LN.  
CORONA, CA 92882

**A & B CLEANING SERVICE**  
ANGULO, AZUCENA  
81-820 SHADOW PALM AVE  
APT 48  
INDIO, CA 92201

**PALM SPRINGS PROMENADE, LLC**  
PROMENADE, LLC  
300 S. PALM CANYON DR.  
PALM SPRINGS, CA 92262

**BANGKOK FIVE THAI CUISINE**  
BKK THAI CUISINE  
70026 HWY. 111  
RANCHO MIRAGE CA 92270

**TASTY WEARE**  
ESTRADA, ANTONIO  
AUGUSTINE  
53540 AVENIDA OBREGON  
LA QUINTA, CA 92253

**AMBER INVESTMENT GROUP**  
BROWN, ROBERT FORD  
27701 CRESTKNOLL COURT  
MURRIETA, CA 92563

**DIVISION FINANCIAL SERVICES, THE**  
THE DIVISION REALTY INC.  
1101 CALIFORNIA AVE #215  
CORONA, CA 92881

**DIVISION MORTGAGE, THE**  
THE DIVISION REALTY INC.  
1101 CALIFORNIA AVE #215  
CORONA, CA 92881

**PACIFIC LENDING GROUP**  
PACIFIC LENDING GROUP  
6845 INDIANA AVE STE 202  
RIVERSIDE CA 92506

**K.A.T. INVESTMENT**  
TRAN, JENNIFER  
23540 HWY. 74  
PERRIS, CA 92570

**EXECUTIVE REFERRAL REALTY EXECUTIVES**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**MISSION ESCROW INLAND**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**PACIFIC COAST REALTY EXECUTIVES**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**PACIFIC COAST REALTY MANAGEMENT**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**REALTY EXECUTIVES**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**REALTY EXECUTIVES ESCROW**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**REALTY EXECUTIVES INLAND EMPIRE**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**REALTY EXECUTIVES MORENO VALLEY**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**REALTY EXECUTIVES RIVERSIDE**  
SOCAL EXECUTIVES, INC.  
6927 MAGNOLIA AVE.  
RIVERSIDE CA 92506

**C & J DISTRIBUTING**  
SULLIVAN, PAUL LEE  
SULLIVAN, ROSALIE  
BANAL  
6685 VIEW PARK COURT  
RIVERSIDE, CA 92503

**RIDE RITE INC.**  
RIDE RITE INC.  
1311 CORONA AVE.  
NORCO CA 92860

**CNS GIFTS BASKET & MERCHANDISE**  
VERGURA, NOURIT  
2989 S BURENA VISTA AVE.  
CORONA CA 92882

**MESCHON ENTERPRISES**  
MESCHON, CHRISTINE  
NETTA  
MESCHON, DAVID  
MICHAEL  
84922 ALEXANDRIA ST.  
RIVERSIDE, CA 92508

**AMERICAN FINANCIAL SERVICES**  
HUNTER, MICHAEL DIRK  
33040 SIMPSON RD.,  
SUITE 100  
WINCHESTER, CA 92596

**AMERICAN INSURANCE & FINANCIAL SERVICES**  
HUNTER, MICHAEL DIRK  
33040 SIMPSON RD.,  
SUITE 100  
WINCHESTER, CA 92596

**AMERICAN INSURANCE SERVICES**  
HUNTER, MICHAEL DIRK  
33040 SIMPSON RD.,  
SUITE 100  
WINCHESTER, CA 92596

**BUSINESS INSURANCE SERVICES**  
HUNTER, MICHAEL DIRK  
33040 SIMPSON RD.,  
SUITE 100  
WINCHESTER, CA 92596

**HUNTER BUSINESS INSURANCE SERVICES**  
HUNTER, MICHAEL DIRK  
33040 SIMPSON RD.,  
SUITE 100  
WINCHESTER, CA 92596

**FRANK SINATRA CELEBRITY INVITATIONAL**  
PALM SPRINGS CHARITIES  
FOUNDATION  
39-000 BOB HOPE DRIVE  
RANCHO MIRAGE, CA 92270

**KO & ASSOCIATES, INC**  
KO & ASSOCIATES, INC  
73-318 A SHADOW MOUNTAIN DRIVE  
PALM DESERT CA 92260

**MONEY MART**  
MONETARY MANAGEMENT OF CALIFORNIA INC.  
3590 ADAMS ST.  
RIVERSIDE, CA 92504

3970 UNIVERSITY AVE.  
RIVERSIDE, CA 92501 21245

E. FLORIDA AVE.  
HEMET, CA 925432

12537 PALM DR. DESERT  
HOT SPRINGS, CA 92240

5665 VAN BUREN BLVD.,  
STE. D  
RIVERSIDE, CA 92503

**PREMIER HOME MANAGEMENT & MAINTENANCE**  
PETERS, KEVAN OWEN  
54295 AVENIDA MADERO  
LA QUINTA CA 92253

**HEAVENLY ANGEL**  
JOHNSON, ANGELA MAR-  
CELLA  
54560 AVENIDA VALLEJO  
LA QUINTA CA 92253

**A SOFTWARE HOUSE**  
VIEGAS, RANDALL JOHN  
44090 MARIPOSA CT.  
LA QUINTA, CA 92253

**DON DIEGO RESTAURANT**  
P&R RESTAURANT  
ENTERPRISES, LLC  
74969 HWY 111  
INDIAN WELLS, CA 92210

**IST DIAL COMMUNICATION**  
DESQUEIRA, GABRIELA  
510 OLIVE CREEK DR.  
PERRIS CA 92571-510

**HOMEPLATE RENTALS**  
BURLESS, DAVID EDWARD  
36015 LIPZZAN BOX 1  
WILDOMAR CA 92595-36015

**ASPHALT MAINTENANCE PROFESSIONALS**  
MORALES, MICHAEL JASON  
18316 BRIGHTMAN AVE.  
LAKE ELSINORE CA 92530

**CUSTOM KITCHEN CABINET**  
CRUZ, SALVADOR  
RODRIGUEZ  
11463 MORNING STAR LN.  
MORENO VALLEY CA 92557

**REBEL WEAR**  
NOBLE, KRISTINE "A"  
54540 AVENIDA RUBIO  
LA QUINTA, CA 92253

**SKIN DEEP**  
AXELROD, PAULA  
78823 BRECKENRIDGE DR.  
LA QUINTA CALIF 92253

**ROMERO & SONS**  
84-038 AVE 48  
ROMERO, JOSE LUIS JR.  
INDIO, CA 922014

**PICKY PEG PAINTER**  
TRUE, LYNDA LOU  
81391 FOREST DR.  
INDIO CA 922011

**FORECLOSURE PREVENTION CENTER**  
MARSHALL, CARLEN  
CLEMONS69739 PALM  
SPRINGS AVE  
MOUNTAIN CENTER CA 925610

**VICTORY LIQUOR & SPORTING GOODS**  
J B STORES INC.  
49-968 HWY 86  
COACHELLA, CA 92236

**CATALINA GROVE**  
AMERICANA GARDENS  
HOMEOWNERS  
ASSOCIATION  
400 N. SUNRISE  
PALM SPRINGS CA 92262

**THAI SMILE**  
651 N. PALM CANYON DRIVE  
PALM SPRINGS, CA 92262  
SIAM GOURMET, LTD INC.

**LOGOS HOME IMPROVEMENT**  
MEDINA, MANUEL  
ROJAS, ERIKA LIZZETH  
2105 LAWRENCE ST.  
PALM SPRINGS CA 92260

**RESTORA**  
PERROTTA, ANTHONY JOHN  
72-120 NORTH SHORE STE A  
THOUSAND PALMS, CA 92276

## EXECUTIVE TIME OUT

## Los Cabos – where it's always sunny

by Christine Rolfe (Second part of a two-part series)

Cabo San Lucas has certainly changed—part for the better and part for the worse depending on your views and your pocketbook. Years ago Cabo San Lucas was a SLEEPY and small fishing town. Many who visited this quiet spot years ago remember it as such. To go fishing and have the local restaurant cook your catch-of-the-day was a piece of heaven on earth. Everything was affordable and uncrowded for the tourist who didn't particularly care for other tourists getting in their way. Today, one can find not only a McDonald's, but Costco and Home Depot. This is just fine for the locals which kicks up the economy, but for the visitor, this sleepy town just does not exist anymore. And speak about drastic changes—now the local puka shell necklaces, which you buy on the beach from a strolling entrepreneur, costs around \$45! On a brighter and more positive note, however, Los Cabos is now a sophisticated travel destination for honeymooners and those who just want to get away to bask in the sunshine—which is 360 days a year. The resorts are plush with spectacular swimming pools, gorgeous beaches, spas and fitness

to select, and what sumptuous dish to pick out from the menu. These are the decisions I wanted to make. The best part—all of this is just two hours away by plane from the Los Angeles area.

As mentioned in last month's article, I wanted to bask, enjoy and reenergize myself in a sunny and warm climate—free from drafts, rain and moisture. I wanted six days of uninterrupted sunshine, and that is why I chose to travel to Cabo San Lucas. It was the city's trademark.

The first three days I enjoyed the accommodations at the Westin Resort & Spa which was covered in last month's issue (November 2006). This resort was close to the town of San Jose del Cabo.

For the next three days, I traveled further south and stayed at the Sheraton Hacienda del Mar Resort & Spa, a magnificent beach front hotel just a 10-15 minute drive down the highway from The Westin. Whereas the architecture of The Westin is very bold and modern, the Sheraton is quaint and traditional. With its cobblestone lanes, fountains and exquisite gardens, the Sheraton has the feeling of Old Mexico and

boasts five restaurants, five bars, four pools, fitness center, spa and 270 guest rooms. Accommodations range from luxury rooms to three-bedroom suites with ocean or garden views.

course, tequila. Yes, tequila even at breakfast. The Tequila Bar La Suerte offers more than 100 varieties of tequila—it must be a favorite drink in Mexico, you think? Dinner at D'Cortez Grill



Sheraton Hacienda del Mar Resort & Spa

With muscles still aching from my hiking at the Westin, I was ready to visit The Cactus Spa and Fitness Center at the Sheraton. Although it was being renovated during my stay, I was not disappointed with my hot stone massage. I was almost giddy before receiving my treatment, as this was my first experience with having hot rocks rubbed and placed on my body. Having a massage is such a luxury, that I'm often afraid to try something beyond the beloved Swedish. The hot stone massage was so relaxing, I fell asleep. I now have a new favorite and would encourage everyone to have the rock treatment. The spa renovation is scheduled to be complete by this fall, and I am quite certain that it will be world-class.

The restaurants at the Sheraton were all just as wonderful. Los Tomates Restaurant offers breakfast, lunch and dinner. The breakfast buffet was complete with an omelet chef, fresh fruit and wonderful tamales. Instead of champagne served, the buffet offered Bloody Marys and, of

& Restaurant was my favorite meal eaten during my stay. D' Cortez specializes in grilled meat and seafood; and I especially enjoyed my steak. After being a vegetarian for almost 10 years, I have just recently started to eat meat again. After an order of grilled steak at D' Cortez, I have no regrets with my choice.

The Sheraton Hacienda del Mar Resort & Spa is also surrounded by the Jack Nicklaus signature golf course known as "The Pebble Beach of Baja." Five other courses makes this hotel a favorite for golfers.

Although the resorts offer every luxury and convenience, a trip to the city of Cabo San Lucas offered a taste of local (and more tourist) life. As mentioned, the growth of Cabo San Lucas has been tremendous. Not only has the surrounding area grown with development but the city of Cabo San Lucas itself has developed with more restaurants and shops...even an indoor mall. It is also a port-of-call for cruise ships, which just brings more people to *continued on page 29*



Poolside at the Sheraton Hacienda

centers—and countless gourmet meals. While staying at one of these splendid resorts, the only decisions to make in a day is what pool to swim in, which restaurant

is described as "Hacienda-inspired." And although it may have the feeling of Old Mexico, it still has all the convenience of modern-day luxury. The resort



# SAVE THE DATE

## WOMEN AND BUSINESS EXPO

**Friday, May 4, 2007**

**AT THE DOUBLETREE  
HOTEL IN ONTARIO**

For information regarding sponsorships, attendance, or exhibitor space, please call the *Inland Empire Business Journal* at (909) 483-4700 or e-mail William Anthony at [williamj@busjournal.com](mailto:williamj@busjournal.com).